

**“Building Institutions
for Good Governance”**

**Local Government Support
and Partnership Program**

**Quarterly Report
July 1 – September 30, 2003**

Prepared for:
USAID/Jakarta – Office of Democracy and Local Governance

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**“Building Institutions for Good Governance”
Local Government Support and
Partnership Program
in Indonesia**

USAID Quarterly Report – 3rd Quarter 2003

July 1 – September 30, 2003

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I. INTRODUCTION

ICMA's Building Institutions for Good Governance (BIGG) Program operates under USAID Strategic Objective 10: Decentralized, Participatory Local Government. To this end, it is designed to help USAID meet its four intermediate results (IRs):

- IR 1: Appropriate Environment Established to Enable Effective Local Government
- IR 2: Local Government Capacity Strengthened to Deliver Effective Services
- IR 3: Participation Increased in Local Government Decision-Making
- IR 4: Associations of Local Governments and Officials Established as Advocates

During the third quarter of 2003, substantial progress was made in both the Resource Cities and Association Development components of the BIGG/LGSPP program. Despite continued obstacles to travel between the US and Indonesia, due to delays in issuing visas, a number of successful Resource Cities exchanges were held. Most of these were final exchanges to Indonesia that were scheduled around the local Best Practices Symposiums. BIGG/LGSPP is in the process of finishing the current Association and Resource Cities Program activities and has begun start-up activities for the extension.

The following report presents the activities, results, and next steps in the BIGG/LGSPP program. Annex 1 presents the Results Framework under which the program operates and progress toward those results to date.

II. MAJOR ACCOMPLISHMENTS THIS QUARTER

A. Project Administration

A.1 Project Workplan

BIGG/LGSP is in the process of developing the 6-month workplan for October 2003 – March 2004 which will be submitted USAID/DLG for review by 31 October 2003.

A.2 Management

USAID/DLG approved the program extension to continue the BIGG/LGSP through September 30, 2005.

B. Program Activities and Management – Progress and Highlights

B.1 Resource Cities – Indonesia

Indonesian Local Government	U.S. Partner	1 st Exchange	2 nd Exchange	3 rd Exchange	4 th Exchange	5 th Exchange	6 th Exchange	Best Practices Symposium	
Kabupaten Pasir, East Kalimantan	Coquille, Oregon	June 28 – July 8, 2001	November 4–12, 2001	June 1–8, 2002	Jan. 18 – 25, 2003	July 3-12, 2003	September 26 – Oct. 4, 2003	TBD	
Kota Bekasi, West Java	Gresham, Oregon	July 23 – Aug. 2, 2001	October 6–13, 2001	April 27 – May 4, 2002	August 9-17, 2002	October 13-19, 2002	March 10-14, 2003	June 22-29, 2003	
Kota Bitung, North Sulawesi	Coos Bay, Oregon	August 30–Sept. 8, 2001	Nov. 10–18, 2001	March 8–16, 2002	July 1–5, 2002	September 20–28, 2002	May 19-23, 2003	July 5-12, 2003	
Local Government Associations	League of Oregon Cities	July 18 – Aug. 1, 2001	Sept. 26 – Oct. 6, 2001	March 10–23, 2002	April 18–28, 2002	September 20-28, 2002	November 11-16, 2002	At National Best Practices in June 2003	
Kabupaten Kutai	Washington County, Oregon	Feb. 7–20, 2002	June 13–28, 2002	Sept. 23 – Oct. 4, 2002	October 17-20 2002	Sept. 11-20, 2003 (and Best Practices Syposium)	October 17, - November 3, 2003	Held during 5th exchange	
Kota Samarinda	Tigard, Oregon	Feb. 7–20, 2002	June 13–28, 2002	Sept. 23 – Oct. 4, 2002	February 9-15, 2003	June 2003	Sept. 12-20, 2003	Oct. 16-25, 2003	
Kabupaten Bandung	Santa Clarita, California	January 26 – February 2, 2002	May 8–17, 2002	August 18-24, 2002	February 21 – March 1, 2003	July 5-12, 2003	Oct. 3-11, 2003 (and Best Practices Symposium)	Oct. 17-25, 2003 (exchange only)	
Kota Balikpapan	Houston, TX, Area Gov'ts	June 1–8, 2002	Sept. 5-14, 2002	October 2002	Feb. 2003	July 5-12, 2003	Oct. 3-13, 2003	TBD	
East Kalimantan Province	State of Oregon, USA	May 10–18, 2002	Nov. 9-16, 2002	Partnership discontinued					
DKI Yogyakarta	Savannah, Georgia	March 24–29, 2002	June 22–29, 2002	October 13-19, 2002	February 8-15, 2003	June 16-20, 2003	Sept. 26 – Oct. 3, 2003 (and Best Practices Syposium)	Oct. 24 – Nov. 1, 2003 (exchange only)	

Updates on partnerships are presented below.

Pasir, East Kalimantan – Coquille, Oregon

Activities: The sixth exchange took place this quarter on September 26 - October 4, 2003 in Troutdale, Oregon.

Pasir was represented by Mr. Muhammad Hijrafie, from the planning staff of the Bappeda. This exchange consisted of attendance at the week-long 6th Extension Working Party Symposium in Troutdale, Oregon. The symposium was held under the auspices of the International Union of Forestry Research Organizations (IUFRO) and organized by the Oregon State University Forestry Department's Extension Service. The symposium was attended by 53 participants including extensionists and foresters from FAO (Italy), Canada, Germany, Norway, Slovenia, Chile, Philippines, Ireland, Kenya, Australia, as well as from other U.S. states such as Hawaii, Virginia, Mississippi, Tennessee, Kansas, Utah, Connecticut, and Oregon.

A second Pasir delegate, Mr. Sisman, was also scheduled to attend the Symposium, but could not go, due to a delay in the issuance of his visa. Mr. Sisman received the visa in early October and will travel to Oregon with the Kutai Kartanegara delegates to continue work on the plan to establish an extension service model in Pasir.

Mr. Hijrafie gave a presentation on Pasir's current activities in community-based sustainable forestry management and exchanged ideas with the participants from other countries. He also took a tour with the other delegates to Oregon State University's research forest, another demo and teaching forest, a family-owned Tree Farm, an award winning forest/ranch, as well as a tour to the Forestry Department of OSU at Corvallis.

Results: Mr. Hijrafie learned about the role of extension services and how they can work with the local government and local community in order to apply a best practice for forest management. The symposium presented how such a productive relationship can be built, the challenges and the common issues that are experienced by extensionists across countries. A new perspective was offered and Mr. Hijrafie will begin work on this new idea for further work on Pasir's forestry management program. Pasir is in a better position now to find external expertise to assist in its forestry management program.

Next steps: Preparation is under way for the final exchange to Pasir in November 2003 to continue forest management work with the U.S. partners. At this time the partners will also hold the innovative practice symposium. A forest expert from the OSU extension service, who has been to East Kalimantan before, will be making the trip to Pasir.

Bekasi, West Java – Gresham, Oregon

Partnership completed during the 2nd Quarter 2003.

Indonesian Local Government Associations – League of Oregon Cities

See Association Development (Section B.2).

Bitung, North Sulawesi – Coos Bay, Oregon

Partnership completed during the 2nd Quarter 2003.

Kutai, East Kalimantan – Washington County, Oregon

Activities: The sixth exchange took place this quarter from September 11-20, 2003 in Tenggarong, Kutai Kartanegara.

Washington County was represented by Dennis Mulvihill, a Government Affairs Officer and senior staff member of Washington County, as well as two other experts, Professor Marcus Ingle of PSU Hatfield School of Government, and Paul Wild, co-Director of the Workforce Training at PCC. They delivered an intensive training to Kutai's senior and mid-level officials on Leadership and High Performance Organization.

The local Innovative Practices Symposium was held on Thursday, September 18, 2003. Mr. Syaukani, the Regency Governor, officially opened the Symposium and delivered the keynote speech. Presentations were given by Mr. Bachruddin, Head of the Bappeda and Vice-Chairman of the Task Force of Partnership, followed by Mr. Mulvihill. The presentations were followed by questions and answers and discussion.

Results: Using the real case of Kutai's agenda to develop a community college and public service management training, participants, with the facilitation of the Oregon team, developed the first draft of the workplan following the "Logical Framework" technique used in the training session which is a hands-on, learning-by-doing approach to training, with live results.

Next steps: Preparations are underway for the final exchange to take place next month in Washington County. The agenda will include a review of the first draft of the workplan developed during this exchange and an expansion of it.

Samarinda, East Kalimantan – Tigard, Oregon

Activities:

The fifth exchange took place this quarter on September 12–22, 2003 in Tigard, Oregon.

Samarinda was represented by Mr. Muhammad Saili, Secretary to the Mayor of Samarinda, Mr. Faturrahman Alhinduan, Director of the Water Supply Department, and Mr. M. Fauzi, Commission Head of the legislative body.

On September 15, Mr. Saili gave a presentation to Tigard's city staff on the recent events and policies in Samarinda. Mr. Alhinduan gave a presentation on Samarinda's water system, so that Tigard would have a better understanding of Samarinda's urban development problems.

This exchange was also a collaborative effort between ICMA and TNC (The Nature Conservancy), both USAID-funded projects. ICMA and TNC collaborated to extend the length of the exchange so that the Samarinda delegation could include a visit to the Seattle Zoo to learn about best practices in orangutan management to be applied to the Samarinda Zoo.

Results:

In this exchange, Samarinda delegates gained an understanding about best practices in water systems and how and where to involve the community in the decision-making process. In addition to Tigard city staff, other organizations contributed their time and know-how and participated in the exchange, including: the Murray Smith Company (consultant for water system planning for Oregon), Watershed Management Division of Tualatin Water Supply Company, Joint Water Commission of Oregon, Shaun Piggott Association (utility and infrastructure finance), Winsville water Treatment Plant, and Waste Water Treatment Plant in Oregon.

After the Samarinda delegates returned to Indonesia, Mr. Saili conducted a stakeholder meeting in Samarinda. The meeting was attended by stakeholders to the water system in Samarinda, including the contractor, a water system consultant, as well as the Samarinda legislative body. The purpose of the meeting was to provide an overview of what the delegates learned in Oregon and discuss improving community involvement and how to educate the community on the need for a water rate increase.

Next steps:

Plans are underway for the 6th exchange that is to be held in Samarinda in October 2003.

Bandung, West Java – Santa Clarita, California

Activities: The sixth exchange took place on October 3-11, 2003 in Bandung. Delegates from Santa Clarita included:

- Ken Pulskamp – City Manager
- Ken Striplin – Assistant to the City Manager
- Phil Sumagaysay – IT Associate.

The exchange focused on two topics: 1) preparations for the Stakeholders Meeting for the development of the new town Telleguar, to be held during the week of the exchange; and, 2) review of the Kabupaten's current IT capabilities.

During the exchange program, Bandung and Santa Clarita also held their local Innovative Practices Symposium on October 9, 2003, at the Horison Hotel in Bandung. The Symposium included approximately 80 participants. This Best Practices Symposium was unique because the Regency combined it with the Stakeholders Meeting for the new town. The governor, Mr. Obar Sobarno, opened the symposium. In addition to presentations given by Bandung and Santa Clarita offices, presentations were also made by six national government officials traveling from Jakarta, who were invited to join this meeting.

Results: With the help of Santa Clarita, Bandung developed the presentation for the Stakeholders Meeting. More than just data presentation, the skills transfer included how to package the project to encourage stakeholder participation. On the IT side, current system capabilities were analyzed, an IT schematic was developed and plans were drawn up to prioritize the equipment and software that should be developed given the budget constraints. A computer consulting firm that was hired by the Regency also attended these meetings and will work together with the Kabupaten in implementing the system.

Next Steps: Preparations are being undertaken for Bandung's visit to Santa Clarita at the end of October 2003.

Balikpapan, East Kalimantan – Houston Area Governments, Texas

Activities: No exchange took place this quarter. The sixth exchange will take place in 4th QTR. The visas have been processed and issued.

Results: The date of the 6th exchange has been set for October 3 – 11, 2003, and the agenda will focus on the expansion of the current workplan for the establishment of the Balikpapan Community College. Mr. Samsulistyo, a retiree of Unocal and the to-be-named Director of the College, together with Mr. Sulstiadi, the Academic Director of Balikpapan Polytechnic will travel to the College of the Mainland, in Texas City. Mr. Bill Raley, Vice President of Workforce Education at COM will be the main facilitator for this trip.

Next steps: The date of the seventh and final exchange, which will include the Innovative Practices Symposium, is still to be determined.

Yogyakarta – Savannah, Georgia

Activities: The partners undertook their sixth exchange on September 26-Oct 4, 2003 in Yogyakarta. The delegates from Savannah were:

- John Hutton – Building Services
- Sean Brandon – Management Services Coordinator
- Carol Paulk – Department Head, Savannah Technical College

This exchange focused on three topics: 1) the plans for a workforce development program in order to generate historical preservation-based tourism and revenue improvement, 2) information gathering on the current financial system so that Savannah can assist Yogyakarta in implementing a double-entry accounting system during the next exchange, and 3) general development of tourism and preservation.

During the exchange program, Savannah and Yogyakarta also held their local Innovative Practices Symposium on October 2, 2003, at the Melia Purosani Hotel in Yogyakarta. The symposium was opened by Mayor Hery Zudianto. Presentations for Yogyakarta were made by Mr. Harundono, City Planning Department, Mr. Sugito, Educational Department, Mr. Felix

Kaswanto, Tourism Department, and Ms. Titi Handayani, Director of the Yogya Heritage Society (JHS), and Mr. Tri Djoko Susanto, Finance Department. Presentations for Savannah were made by Mr. Hutton, Mr. Brandon and Ms. Paulk and Mr. Ngayadi Sukmana, APEKSI. Each presenter gave an overview of what had been achieved in their departments over the past two years and ended with questions and answers.

The Symposium was well attended, with approximately 80 participants. In addition to the city staff and city council members, local community organizations, the Yogya Heritage Society volunteers, TVRI, Bernas Newspaper, Kedaulatan Rakyat (local news paper), Media Indonesia News Paper, Radio Arma II, and Radio Tri Jaya FM also attended.

Finally, Mayor Herry Zudianto and John Hutton were interviewed on a live televised program celebrating Yogyakarta's 247th Anniversary.

Results:

The focus of Savannah's work with Yogyakarta was on education, finance, and the development of Yogyakarta's heritage. The topic for education was on the soon-to-be-developed community college, which will be named the Community College of Art and Tourism of Yogyakarta. Mr. Sugito presented the initial development plan that was approved by the Mayor. The plan is for the community college to be established with the support, both in terms of space and resources, of 3 currently existing vocational schools: SMK 4, SMK 5 and SMK 6.

Meanwhile, the Tourist Department together with JHS (The Yogyakarta Heritage Society) continued collaborating on the development of a program on how to establish and develop culture and heritage in historical areas in Yogyakarta such as Ngeron Beteng, Keraton and Tamansari. The Yogyakarta tourism department is proposing to market a "golden tourist triangle" which would include the Kraton area, Borobudur Temple and Prambanan Temple as the main tourist destinations for foreign and local tourists. The tourism department wishes to do a joint project together with the tourist association in order to create publications, leaflets and brochures and to sponsor events, performance, etc. Savannah also assisted Yogyakarta with an application that was submitted to the World Monument Fund to request funding for conservation of the 18th century Tamansari Water Castle, an important architectural asset in the history of the region and of the nation.

Finally, discussions were held between Savannah and the city's building department on how to develop zoning plans and issue building permits around the Ngeron Beteng area in order to ensure that buildings are kept in a natural/traditional style.

Next Steps:

Preparations for the last exchange to Savannah from October 24-31, 2003 are on schedule. The Yogya delegation will include Mr. Sugito Partotaruno, Head of Education Department, Mr. Tri Djoko Susanto, Head of Finance Department, and Ms. Anggriana Minarni from the Yogyakarta Heritage Society. For this trip, they will focus on education systems, double entry accounting and historical preservation, respectively.

East Kalimantan Province – State of Oregon

See East Kalimantan Regional Initiative (Section B.6).

Global Higher Education Program/Community College Development

Activities completed during the 2nd Quarter 2003.

B.2 Association Development

During this quarter, BIGG/LGSPP continued assistance to the associations in three key areas: organizational management, advocacy, and member services.

Organizational Management

Local government association management internship: Even though the formal League of Oregon Cities (LOC) Association-to-Association Partnerships officially completed their exchanges, the informal relationships developed between the associations' staff are proving to be important in providing deeper training and sustainability of improved management practices for the Indonesian local government associations (LGAs). LOC's former Executive Director, Dick Townsend, personally arranged, financed, and sponsored a 5-week intensive local government association management internship for APEKSI's Director of Economic, Social, and Culture Programs, Rusfi Yunairi. Mr. Townsend, in his current capacity as ICMA Range Rider, developed an intensive training and exposure program designed to provide more insight on the local government context in which a LGA operates and serves. In addition, great attention was paid to training on LGA management, operations, and the advocacy functions.

Mr. Yunairi's itinerary including the following:

- Meeting with Dalle, Oregon City Manager; review of city programs and management; Meeting with Dalle Mayor/LOC Board member on interface with association;
- Attendance at the Annual Association of Washington Cities;
- League of Oregon Cities training on advocacy, budget and finance, general administration, association programs and services;
- One-to-one training with Mr. Townsend using study materials in association training book, including but not limited to association/organizational structure, administration, communications, advocacy, services and programs;
- Tour of Oregon State University Campus and library;
- Day long training with City Manager of McMinnville, Oregon (active LOC member)
- Interview with LOC lobbyists and Eugene City, Oregon lobbyist, and observation of Oregon legislative session;
- Visit to Portland metro regional offices;
- Meeting with City of Camas, Washington city staff;
- Meeting with Troutdale, Oregon city staff;
- Observation of Keizer, Oregon City Council Meeting and discussion of association services and programs;
- Meeting with Pendleton, Oregon city staff and Mayor Phil Houk, incoming LOC president;

- Tour with Salem City public works staff on ongoing sewer and drainage repair and maintenance; and
- Attendance at the Oregon/Washington City Managers Summer Conference.

The investment in such a personalized and detailed LGA internship appears to have already demonstrated benefits for APEKSI's programs and services. Mr. Yunairi designed a process for APEKSI's annual meeting in August whereby members were convened in small groups to discuss and develop consensus on mutually-agreed upon advocacy issues, that was then adopted by the entire membership. This is the first time that the Advocacy Advisor has witnessed one of the Indonesian associations using a truly representative public policy/issue development process that involved a majority of members.

Another immediate application of "lessons learned" from the internship is in the area of developing a comprehensive advocacy strategy. Mr. Yunairi is the driving force behind APEKSI, APKASI, ADEKSI, and ADKASI's advocacy strategy on their response to the revision of Law 22/99 that includes: working as a coalition; development of a joint policy statement; creation of supporting technical papers; use of the mass media; collaboration with other stakeholders in the business sector and civil society; and identification of the primary audiences for lobbying and getting the message out. This strategy shows a level of understanding in advocacy that had not been demonstrated by the associations previously. Regardless of their effectiveness or ability to achieve their goals with respect to the upcoming revision of Law 22/99, the associations are demonstrating a greatly enhanced level of sophistication with the component parts of an advocacy strategy that is a significant advancement in the learning-by-doing process.

Indonesian Association Local Economic Development Study Tour: From September 19-28, a delegation of eight (APEKSI and APKASI executive directors, board members, korwil members, and staff) participated in a US east-coast based study tour centered around the functions of state, local, and regional economic development from a governmental perspective. The primary purpose of the tour was to give the associations a concept about what activities comprise a local government economic development function and how to socialize their members about proactive, professional, and transparent ways they can facilitate these activities.

The study tour took place in Charlotte, NC; Richmond, VA; and Washington, DC with the following agenda:

- Attendance and orientation training at the ICMA Annual Conference, Charlotte, N. Carolina;
- A 3-hour training course on local government economic development conducted by ICMA Communications and Training Advisor (Ann Bueche) and Saginaw City Manager (Deborah Kimble);
- Detailed overview of state and local economic development by the Virginia State Economic Development Partnership;
- Meeting for question and answer with Virginia Secretary of Commerce and Trade, (Michael Schwel);
- Participation in the Richmond regional small and medium business development trade fair (BizLink Trade Show);

- Overview by the President of the Greater Richmond Partnership (a regional economic development authority);
- Overview of local government economic development functions by the City of Richmond Deputy Director of Economic Development (Edwin Gaskins);
- Participation at the International Conference of Shopping Centers;
- Overview by ICMA Washington of the role of a local government professional association; and
- Overview of the role of the National Governor's Association and its collaboration with local government associations for advocacy, training, and consulting.

APKASI's executive director opined that exposure to western principles and functions of local government economic development was greatly needed for his members, and that his members would be willing to pay for such a study tour if it was organized in the future. BIGG/LGSSP will pursue the feasibility of organizing a similar training on a fee basis in the coming year for bupati and mayors, should there be continued interest by the associations.

Organizational budget software training: In October, the financial staff of APEKSI, APKASI, and APPSI participated in a two-day training course in MYOB Accounting and integrated business management software. In addition, BIGG/LGSSP purchased the budgeting software packet for each of the associations in advance of the Budget and Financial Management consultant's (Linda Ludwig, League of Oregon Cities) technical assistance visit in October. The software training was an intermediate level course addressing such things as setting up account types, making journal entries, banking reconciliation, producing sales invoices/receipts, and generating budget reports. Additional MYOB training that is more advanced may be provided to the association staff following the consultant's assessment of their individual skills and capabilities.

Proposal writing assistance: In July, the Association Advisor worked directly with program staff of APKASI to give guidance on proposal writing for submission to donors. Specifically, advice and guidelines were given on written proposals to the United Nations Development Partnership Program and to the Civil Society Strengthening and Support Program for the Technology of Participation training. More formalized training and technical assistance on the topic of grant and proposal writing is planned for the associations in the coming year as part of efforts to improve fiscal sustainability and diversity. However, BIGG/LGSSP remains ready to provide such informal assistance on an as-needed basis to deal with immediate opportunities presented to the associations.

Advocacy and the Policy Development Process:

Association Policy Development Process: In June, consultant Suzette Denslow provided training and direct technical assistance to the three associations for the purpose of explaining and describing the policy development process in associations, and to move them forward to identify ways that their organizations could have increased member participation in the process. The consultant identified some areas of additional skill building that was needed by association staff to enhance their advocacy functions, namely, the ability to facilitate members' opinions to reach

a consensus for developing policy statements; and the ability to read legislation, analyze its impact, and make changes to achieve a desired policy impact.

In response to this need for skill building, BIGG met with representatives of the Civil Society Strengthening and Support Program (CSSP) to discuss ways to collaborate in providing association staff with legislative training. As a result, twelve local government executive association staff and regional members from APPSI, APKASI, and APEKSI participated in the Legislative Drafting of Local Law and Regulation Training (Sept. 15-19) delivered and funded by CSSP. The training also included representatives of civil society connected with CSSP's program. This diverse group gave the association staff some insight on advocacy from a public participation viewpoint. It is hoped that this training will take the association staff one step closer to staffing policy committees comprised of their members. As stated previously, it is through the establishment of policy committees that the association would greatly improve the quality and content of their policy statements, and gain the trust and ownership of all the members in advocacy.

Collaboration continued with a jointly sponsored CSSP/BIGG training program to assist in the policy committee process and related facilitation and consensus-building skill sets. Using experienced trainers from the Governance and Local Democracy Project (GOLD) of the Philippines, a three-day intensive course titled "Technology of Participation: Basic Group Facilitation Methods" was conducted October 15-17 in Jakarta and involved ten staff of the three executive associations as well as an equal number of civil society representatives. The training focused not only on methodologies for building consensus, but also on how to facilitate groups to participate constructively, and take personal responsibility in completion of a particular goal or task. The training also addressed building-building in three different applications: group discussion, in workshops, and in action planning. The application of such training has great potential in Indonesia, as BIGG/LGSPP attempts to stimulate increased participation by association board members in their organization.

Local Government Association Workshop (formerly known as the IULA Toolkit Workshop): BIGG/LGSPP continued to work in conjunction with NDI and CLGI on preparing and planning for the association seminar entitled Capacity Building for Advocacy and Financial Sustainability of the Indonesian Local Government Associations scheduled for November 5 and 6 in Jakarta. With input from the associations, three primary topics were identified: advocacy, financial sustainability, and leadership. BIGG/LGSPP worked during the quarter to arrange for the participation of three international local government association speakers from Mexico, the United States, and New Zealand. The 2-day conference hopes to target the board members and leadership of APEKSI, APKASI, ADEKSI, and ADKASI on day one. Day-two will focus on the nuts-and-bolts activities of the secretariat staff and executive directors. The original intent to feature a "rollout" of the IULA Toolkit was eliminated from the program because there was considerable resistance by the association participants.

Member Services

Association Best Practice Documentation: In conjunction with continued technical assistance to the associations in helping them document and disseminate members' best practices, last

quarter BIGG/LGSSP printed and disseminated a manual specifically produced for the Indonesian association members by ICMA-India entitled “Documenting Best Practices and Facilitating Its Transfer.” It presents the core concepts of best practices programs, their transfer by association members, and the role of the association in the process. The 20-page brochure translated into Bahasa Indonesian was given to APEKSI, APKASI, and APPSI to help them “socialize” best practice concepts across Indonesia and was also disseminated to all attendees at the Resource Cities National Symposium in July. During the quarter, the associations and BIGG/LGSSP have distributed over 2000 of these brochures at various venues featuring local government officials such as APEKSI and APKASI’s annual membership meetings in August. Another print lot of 2000 is being ordered as the associations and donors have requested additional copies for disseminating (e.g., PERFORM’s October 21 seminar on participatory processes; APEKSI’s Best Practice Training on October 22; Asia Foundation, CLGI, ADKASI, ADEKSI.)

During the quarter, BIGG/LGSSP continued with technical assistance to support best practice documentation and dissemination by the associations. With BIGG/LGSSP support, APKASI’s 2003 Member Best Practice brochure was finalized, published, and disseminated at their annual member meeting in Jakarta on August 25-26. The 40-page brochure features five best practice cases of four member kabupaten: Banjarnegara, Deli Serdang, Gianyar, Sumba Timur. While additional work needs to be done with staff to further refine and polish their writing of best practice cases, this brochure represents a significant step forward in the process of ensuring that the associations can manage and conduct a Best Practice program within their own resources and talents.

By the end of the quarter, APEKSI staff completed their final revisions to documentation of eleven best practices in seven cities: Blitar, Palu, Medan, Denpasar, Tarakan, Balikpapan, and Bekasi, with the guidance and editorial review of ICMA’s Communications and Training Advisor. BIGG/LGSSP is in the process of conducting final editing and layout in preparation for publication of an APEKSI brochure in the first weeks of November. Once the first annual best practices have been formally launched by the associations, they will be available to the Center for Local Government Innovations’ best practice clearinghouse. In order to ensure that the broadest dissemination is possible, next quarter two BIGG Picture newsletters will be dedicated to featuring the best practice cases of APKASI and APEKSI.

B.3 Information Dissemination/Innovative Practices

LGSSP received approval from USAID to hire a production firm to develop a video to highlight the results of the Resource Cities Program and to draw out the public diplomacy benefits generated by this type of program. Work on the video is underway and the final product is expected by December 15, 2003.

B.4 Local Government Training

No activities this quarter.

B.5 Joint Activities with Task Order

Cooperative Agreement - Task Order Coordination: Coordination during the quarter has been maintained at a high level. Issues related to the socialization of performance budgeting among local governments require a high level of interaction with the CA and the local government associations. The CA works closely with the TO to insure that proper relationships with each of the associations can be built and that each ICMA program contributes to the future sustainability of the associations. The Task Order will play a key role in helping our Resource Cities Program identify new partnerships in Indonesia.

B.6 East Kalimantan Regional Initiative

Due to unforeseeable delays in the partnership and the proximity of the completion date of the current Resource Cities partnerships, it was agreed to discontinue this partnership. However the Province continues to work on its own initiative to maintain contact and communication with the Indonesian local governments related to the Mahakam river basin. The province allocated funds in the new budget for the river basin master plan.

B.7 Coordination with Other Local Government Programs

Civil Society Support and Strengthening Program (CSSP): ICMA and CSSP, funded through the USAID Democracy and Governance objective, have carried out joint activities with the local government associations during the quarter. CSSP has access to a highly talented group of facilitators from the Philippines and Indonesia who have worked with the associations on the development of their own facilitation skills. Weak facilitation skills among association staff have been an impediment to their development, and staff members have requested this training. This training activity has been jointly funded by BIGG and CSSP. As mentioned in detail above, CSSP also sponsored a week long Legal Drafting Training for APEKSI, APKASI, and APPSI staff.

Center for Local Government Innovation: Several local government association coordination meetings were held with CLGI during the quarter. The purpose of these meetings was to discuss ways in which the donor community can most effectively assist the local government associations.

Further meetings were held with CLGI on an informal basis to discuss ways in which the associations can play a constructive role in the newly formed CLGI yayasan. A second focus of our collaboration with CLGI has been to ensure that future CLGI publications on decentralization are relevant to the needs of the associations and to discuss ways in which the associations can assist in disseminating CLGI materials.

UNDP: During the quarter BIGG/ICMA briefed the UNDP and its volunteer contingent (UNV) on potential areas of overlap in supporting the local government associations. Issues discussed included potential donor overlap at the national secretariats, fielding of long-term resident advisors, priority needs for assistance, and workplan development.

National Democratic Institute, IULA and CLGI: ICMA has continued discussions and planning with NDI, IULA and CLGI regarding a joint seminar/workshop on November 5 and 6 for the legislative and executive associations that will focus on developing advocacy, financial sustainability, and leadership.

C. Challenges/Issues of Concern Affecting Implementation and Actions Taken

The process for obtaining visas for Indonesians (especially males between the ages of 16 and 45) to travel to the US is, as in the past, difficult and lengthy. BIGG/LGSPP has had participants unable to go on exchanges and entire exchanges postponed due to visas not being issued on time (despite BIGG/LGSPP's starting the application process up to 2.5 months in advance).

BIGG/LGSPP has made efforts to inform USAID/DLG staff of the visas required and has alerted them to potential problems as early in the application process as possible. In some cases, USAID intervention has expedited the process; however, because much of the delay is due to background checks and waiting periods imposed by the US State Department in Washington, DC, there is often very little BIGG/LGSPP or USAID can do to expedite the process. LGSPP will continue to look for alternative ways to carry out the exchanges to the maximum benefit of all partners.

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LGSPP will continue to look for alternative ways to carry out the exchanges to the maximum benefit of all partners.

Annex 1: Results Matrix

Cooperative Agreement Results Matrix I
The Local Government Support and Partnership Program

International Resource Cities Partnership Activities

Goal 1: Develop the capacity of decentralized and participatory local governments and the organizations that represent them

Objective: To build local government management capacity for improved service delivery

Entries in **BOLD** = new this quarter

Subobjective 1a: Provide practical tools and experiences

	Conduct diagnostic to determine areas of needed improvement	Provide assistance and/or technical training in local government municipal management	Provide assistance and/or technical training in local government budget and finance	Management tools/techniques adopted by local government officials
TARGET:	<i>Conduct in 9 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Applied in 3 LGUs</i>
STATUS:	Target met	Target exceeded	Target met	Target exceeded

<i>Subobjective 1a: Provide practical tools and experiences</i>				
	Conduct diagnostic to determine areas of needed improvement	Provide assistance and/or technical training in local government municipal management	Provide assistance and/or technical training in local government budget and finance	Management tools/techniques adopted by local government officials
TARGET:	<i>Conduct in 9 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Applied in 3 LGUs</i>
STATUS:	Target met	Target exceeded	Target met	Target exceeded
Pasir	Completed	<ul style="list-style-type: none"> • 6 exchanges conducted on forestry legislation, personnel management, and public hearings • Participated/observed public hearings in Coquille (Nov. 2001) • Received training on job descriptions from League of Oregon Cities Local Government Personnel Institute (Nov. 2001) • Pasir received training through site visits, on-site discussions, and talk with experts in a number of different forests offices in Oregon – i.e., Federal, State, and County levels (Jan. 2003). • The Oregon Bureau of Land Management team provided technical assistance on land-use planning at Pasir. • The OSU Extension Service provided additional skills and training on forestry management to Pasir through the IUFRO Symposium. 	Received Budget and Finance Workshops A, B, & C from Task Order	<ul style="list-style-type: none"> • Staff and DPRD have agreed to use advice and input from Coquille in drafting their forestry regulation • Bupati has agreed to implement job description mechanism for reorganizing select departments in the kabupaten • The Kabupaten has developed a Task Force to reorganize the kabupaten based on the training received by the Local Government Personnel Institute in Oregon. They are waiting for the resolution of the splitting of the Kabupaten (budget, staff, land implications) prior to beginning the reorganization. • The Head of Pasir’s Forestry Department recommended designating an area of forest near Gunung Lumut as a protected area. This recommendation was adopted by the Bupati. • The Oregon Bureau of Land Management’s framework for landuse planning process is used in Pasir for the bay planning.

<i>Subobjective 1a: Provide practical tools and experiences</i>				
	Conduct diagnostic to determine areas of needed improvement	Provide assistance and/or technical training in local government municipal management	Provide assistance and/or technical training in local government budget and finance	Management tools/techniques adopted by local government officials
TARGET:	<i>Conduct in 9 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Applied in 3 LGUs</i>
STATUS:	Target met	Target exceeded	Target met	Target exceeded
Bekasi	Completed	<ul style="list-style-type: none"> • 7 exchanges conducted on transportation planning, human resources, and financial management • Intern from Bekasi spent 2 weeks in Gresham learning double-entry accounting – completed 	<ul style="list-style-type: none"> • Received Budget and Finance Workshops A, B, & C from Task Order • Finance Department received a three-day training course on double-entry accounting • Finance and Assets Department received information on how computerized systems support financial work • The Finance and Assets Department of Bekasi received an introduction to balance sheet reporting during Gresham's final exchange tripto Bekasi. 	<ul style="list-style-type: none"> • Implemented recommendations on transportation planning and management • Beginning with the new budget term in 2004, Bekasi adopt ed a double-entry accounting system for their financial reporting.

<i>Subobjective 1a: Provide practical tools and experiences</i>				
	Conduct diagnostic to determine areas of needed improvement	Provide assistance and/or technical training in local government municipal management	Provide assistance and/or technical training in local government budget and finance	Management tools/techniques adopted by local government officials
TARGET:	<i>Conduct in 9 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Applied in 3 LGUs</i>
STATUS:	Target met	Target exceeded	Target met	Target exceeded
Bitung	Completed	<ul style="list-style-type: none"> • 7 exchanges conducted on port development/conflict resolution and developing marketing strategies • Bitung staff received training on planning, computer applications, and small enterprise development • 2 training sessions for Bitung staff on: <ul style="list-style-type: none"> - Land use planning - Internet and LAN systems - Business planning • Business plan training was presented to over 100 management students of the Bitung management/economics college, STIE Petra. • Coos Bay Community College has agreed to sign an MOU for future cooperation with STIE Petra. • Bitung received first-hand examples of public participation through observing City Council meetings in Coos Bay. 	<ul style="list-style-type: none"> • Received Budget and Finance Workshops A, B, & C from Task Order • The Coos Bay Director of Finance gave a training session on Financial Management to the staff of Bitung. 	<ul style="list-style-type: none"> • Through the process of mediation and conflict resolution, the City of Bitung has conceded that the Port of Bitung is the economic life-blood of the city and that because it is attached to the central government, it will be very difficult for the City to have influence over the Port development plan. To this end, the City has decided to revise their development plan and to relocate the activities originally planned in areas conflicting with the Port plan. A once hostile relationship between the Port and the City is now quite amicable, professional, and constructive.

<i>Subobjective 1a: Provide practical tools and experiences</i>				
	Conduct diagnostic to determine areas of needed improvement	Provide assistance and/or technical training in local government municipal management	Provide assistance and/or technical training in local government budget and finance	Management tools/techniques adopted by local government officials
TARGET:	<i>Conduct in 9 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Applied in 3 LGUs</i>
STATUS:	Target met	Target exceeded	Target met	Target exceeded
Samarinda	Completed	<ul style="list-style-type: none"> • 5 exchanges conducted on citizen participation, financial management, and solid waste • Participated in seminar on water rights conducted by Tigard, Oregon (Jan 2002) • Tigard participated to give training on community relations and communication for Samarinda's Bappeda staff (Oct. 2002). • Rusman Yakub and Suyitno attended a two-week internship at the Beaverton Conflict Mediation Center in mid-June, 2003. 	<ul style="list-style-type: none"> • Received Budget and Finance Workshops A, B, & C from Task Order • City staff was introduced and trained on the double entry accounting system. 	<ul style="list-style-type: none"> • The Samarinda DPRD has approved the use of the double entry accounting system for the FY 2003 budget, based on the training from Tigard and the skill level demonstrated by Samarinda Finance Staff. • Both the city administration and the city council have agreed to implement Performance Budget model in the FY 2003. • The new 2003 Samarinda City Budget was enacted on February 11, 2003 using Performance Budget model they learned from BIGG program and partnership with the City of Tigard.

<i>Subobjective 1a: Provide practical tools and experiences</i>				
	Conduct diagnostic to determine areas of needed improvement	Provide assistance and/or technical training in local government municipal management	Provide assistance and/or technical training in local government budget and finance	Management tools/techniques adopted by local government officials
TARGET:	<i>Conduct in 9 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Applied in 3 LGUs</i>
STATUS:	Target met	Target exceeded	Target met	Target exceeded
Kutai	Completed	<ul style="list-style-type: none"> • 6 exchanges conducted on forestry, financial management, and hospital staff capacity building • Participated in seminar on water rights conducted by Tigard, Oregon (Jan 2002) • Rumah Sakit Parakesit is in the process of installing 2 heart monitors donated to the hospital by a hospital in Washington County. • Washington County's EMS Field Guide is now being translated and adapted for the hospital personnel in Kutai (Rumah Sakit Parakesit). • The Oregon Partners provided Leadership and High Performance Organization Training to 20 senior and mid-level officials of Kutai and gave technical assistance to develop a workplan for the establishment of a community college and Local Government Leadership Institute in Kutai. 	<ul style="list-style-type: none"> • Received Budget and Finance Workshops A, B, & C from Task Order • Hospital training needs assesment completed • Washington County provided training modules for paramedics (translated into Indonesian by LGSPP) 	<ul style="list-style-type: none"> • A task force for community college development has been formed by the Bupati. • The task force has been working with an LGSPP consultant on the preparation of community college / public service management training.

<i>Subobjective 1a: Provide practical tools and experiences</i>				
	Conduct diagnostic to determine areas of needed improvement	Provide assistance and/or technical training in local government municipal management	Provide assistance and/or technical training in local government budget and finance	Management tools/techniques adopted by local government officials
TARGET:	<i>Conduct in 9 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Applied in 3 LGUs</i>
STATUS:	Target met	Target exceeded	Target met	Target exceeded
Bandung	Completed	<ul style="list-style-type: none"> • 6 exchanges conducted on strategic planning (new town planning), tourism development and promotion, information management, and solid waste management • Specially designed training (three-day) in GIS and new town planning delivered on 2nd exchange. • Bandung and Santa Clarita developed a roadmap containing the phases, work components and the timing for the development planning of the new town. 	<ul style="list-style-type: none"> • Received Budget and Finance Workshops A, B, & C from Task Order 	<ul style="list-style-type: none"> • After observing the effectiveness of project teams in Santa Clarita, the Bandung Resource Cities team established project teams of their own to better manage their projects. • Bandung received and is now implementing the same strategic planning process used in Santa Clarita. • The Strategic Planning Process manual used by Santa Clarita has been adopted by Kabupaten Bandung .

<i>Subobjective 1a: Provide practical tools and experiences</i>				
	Conduct diagnostic to determine areas of needed improvement	Provide assistance and/or technical training in local government municipal management	Provide assistance and/or technical training in local government budget and finance	Management tools/techniques adopted by local government officials
TARGET:	<i>Conduct in 9 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Applied in 3 LGUs</i>
STATUS:	Target met	Target exceeded	Target met	Target exceeded
Balikpapan	Completed	<ul style="list-style-type: none"> • 6 exchanges conducted on citizen participation, continuing/adult education and community college development. • The College of the Mainland has provided an overview of the history and process on how the Community College, the local oil industries and the city developed a partnership technical education. • Four cities in the Houston Area have given examples and provided information on their budget and fiscal models and how the different formats are used in relation to the city's urban planning. • The College of the Mainland has provided more detailed and technical information for the development of a proposal on the establishment of Certified Process Technology Training at the Balikpapan Politeknik. 	Received Budget and Finance Workshops A, B, & C from Task Order.	<ul style="list-style-type: none"> • Balikpapan has appointed a new director of the polytechnic school with the mandate of developing community college model for labor force training. • A task force for community college development has been formed.

<i>Subobjective 1a: Provide practical tools and experiences</i>				
	Conduct diagnostic to determine areas of needed improvement	Provide assistance and/or technical training in local government municipal management	Provide assistance and/or technical training in local government budget and finance	Management tools/techniques adopted by local government officials
TARGET:	<i>Conduct in 9 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Applied in 3 LGUs</i>
STATUS:	Target met	Target exceeded	Target met	Target exceeded
Yogyakarta	Completed	<ul style="list-style-type: none"> • 6 exchanges conducted on tourism development, financial management, public service management. • Savannah Technical College held a session with Yogyakarta through the Yogyakarta Heritage Society (JHS) to discuss ways of developing the local workforce. • JHS, Yogyakarta and Savannah developed the outline of a new program to be proposed to the Global Higher Education Program (GHEP). 	<ul style="list-style-type: none"> • Received Budget and Finance Workshops A & B from Task Order • Received 3-day training course in financial management from Savannah 	<ul style="list-style-type: none"> • Yogyakarta has revised their permitting process and is submitted the new plan to the DPRD for approval. • Yogyakarta made a commitment to link local labor force development with vocational schools and the heritage preservation program. • Mayor approved the development plan for a local community college for tourism education prepared by the Head of Education.
East Kalimantan Province	Completed – waiting for draft report	<ul style="list-style-type: none"> • 2 exchanges conducted on water quality testing and interregional management for the Mahakam River Basin 	Assistance in this area not planned	

Subobjective 1a: Provide practical tools and experiences – Continued

	Budget and finance tools and/or techniques are applied in the local government	Improvements recognized in local government management and administration	Improvements recognized in local service delivery	Service delivery improvements presented as lessons learned/innovative practices
TARGET:	<i>Applied in 3 LGUs</i>	<i>Evidenced by improvements in 6 LGUs</i>	<i>Evidenced by improvements in 2 LGUs</i>	<i>Lessons Learned presented on 8 LGUs</i>
STATUS:	Target exceeded	Target exceeded	Target exceeded	4 targets outstanding
Pasir		<ul style="list-style-type: none"> • Pasir is conducting public hearings to review its forestry regulations • Pasir is coordinating with local NGOs in the development of its forestry regulation • Coordination meetings on the drafting of new forestry regulation have been conducted with DPRD members and local NGO-Indigenous groups. • A new multi-stakeholder agreement on the management and governance of forest practices in the local areas has been agreed upon. • The Head of Pasir’s Forestry Department has recommended designating an area of forest near Gunung Lumut as a protected area. This recommendation is awaiting approval by the Bupati and DPRD. • Warning letters have been sent to logging companies to stop their operations in the protected forest area. • Meeting and consultation are held regularly with local people before a particular forest policy is made, such as on giving forest concessions to a company. 	<ul style="list-style-type: none"> • The recommendation to make the Gunung Lumut forest a protected area was arrived at through a multi-stakeholder, inclusive process involving businesses, NGOs, and indigenous peoples living in the forest. All stakeholders support the initiative. • Forestry technical staff make regular field visits to monitor, get feed back and advise local indigenous people about their well-being and their relationship to the protected forest. • Seeds or baby-trees were given for free to local indigenous people, planted in their adjacent farmland and community forest as a substitute for not cutting protected forest. 	1 target outstanding

Subobjective 1a: Provide practical tools and experiences – Continued

	Budget and finance tools and/or techniques are applied in the local government	Improvements recognized in local government management and administration	Improvements recognized in local service delivery	Service delivery improvements presented as lessons learned/innovative practices
TARGET:	<i>Applied in 3 LGUs</i>	<i>Evidenced by improvements in 6 LGUs</i>	<i>Evidenced by improvements in 2 LGUs</i>	<i>Lessons Learned presented on 8 LGUs</i>
STATUS:	Target exceeded	Target exceeded	Target exceeded	4 targets outstanding
Bekasi	<ul style="list-style-type: none"> Starting with the new budget term in 2004, Bekasi will apply the new double entry accounting system for the annual budget which is then proposed to the local council. 	<ul style="list-style-type: none"> Using recommendations and guidance from Gresham, Bekasi decided to locate their new bus terminal in a more strategic area, reducing traffic congestion and easing access for passengers. Bekasi allocated land for street vendors at the site of the new bus terminal, so they will be able to maintain their business, but will no longer clog the streets. Mayor of Bekasi dedicated one floor of local government building to be used as the main control room for transportation monitoring and management. 	<ul style="list-style-type: none"> Using recommendations and guidance from Gresham, Bekasi decided to locate their new bus terminal in a more strategic area, reducing traffic congestion and easing access for passengers. Bekasi allocated land for street vendors at the site of the new bus terminal, so they will be able to maintain their business, but will no longer clog the streets. Through implementing Gresham’s recommendations in transportation planning, Bekasi has saved 100 million person hours of commuting time. 	The best practices symposium was held in Bekasi at the completion of the Resource Cities Program, all Bekasi staff and other local government staff was invited.
Bitung	<ul style="list-style-type: none"> Starting with the new budget term in 2004, Bitung will apply the new double entry accounting system for the annual budget which is then proposed to the local council. 	<ul style="list-style-type: none"> Through the process of mediation and conflict resolution, the City of Bitung has conceded that the Port of Bitung is the economic life-blood of the city and that because it is attached to the central government, it will be very difficult for the City to have influence over the Port development plan. To this end, the City has decided to revise their development plan and to relocate the activities originally planned in areas conflicting with the Port plan. A once hostile relationship between the Port and the City is now quite amicable, professional, and constructive. 		The best practices symposium was held in Bitung on the last exchange, the highlight was a simulated mediation case on “Relocating Street Vendors”, a current issue in Bitung.

Subobjective 1a: Provide practical tools and experiences – Continued

	Budget and finance tools and/or techniques are applied in the local government	Improvements recognized in local government management and administration	Improvements recognized in local service delivery	Service delivery improvements presented as lessons learned/innovative practices
TARGET:	<i>Applied in 3 LGUs</i>	<i>Evidenced by improvements in 6 LGUs</i>	<i>Evidenced by improvements in 2 LGUs</i>	<i>Lessons Learned presented on 8 LGUs</i>
STATUS:	Target exceeded	Target exceeded	Target exceeded	4 targets outstanding
Samarinda	<ul style="list-style-type: none"> • DPRD has directed local government staff to implement performance-oriented budgeting in at least 40% of the departmental budgets for fiscal year 2003 (The percentage of the budget has been increased to 100%) • The Samarinda DPRD has approved the use of the double entry accounting system for the FY 2003 budget, based on the training from Tigard and the skill level demonstrated by Samarinda Finance Staff. • Both the city administration and the city council have agreed to implement Performance Budget model in the FY 2003. This took effect in February 2003 and was a result of BIGG's Core Management and Budget and LGSP programs working together. 	<ul style="list-style-type: none"> • Several city departments have started using the performance budget model. Departments are now able to show more tangible performance targets, and some department have identified weaknesses and changes needed. • All city departments now use performance budgeting when developing their budgets. • A citizen group (Pokja 30) was involved in the budget monitoring throughout the budget year 	<ul style="list-style-type: none"> • Several public meetings and open discussion were held (and covered by the media) to discuss the FY 2003 city budget. 	1 target outstanding
Kutai				1 target outstanding
Bandung		<ul style="list-style-type: none"> • After observing the effectiveness of project teams in Santa Clarita, the Bandung Resource Cities team established project teams of their own to better manage their projects. • Bandung has made commitments with other organizations such as Kota Bandung, universities and Provincial level to have a joint forum to review and communicating each other on the new town development. 		The best practices symposium was held in Bandung on the last exchange to take place in Indonesia, the highlight was the Stakeholders Meeting for the creation of the new town Telleguar.
Balikpapan				1 target outstanding

<i>Subobjective 1a: Provide practical tools and experiences – Continued</i>				
	Budget and finance tools and/or techniques are applied in the local government	Improvements recognized in local government management and administration	Improvements recognized in local service delivery	Service delivery improvements presented as lessons learned/innovative practices
TARGET:	<i>Applied in 3 LGUs</i>	<i>Evidenced by improvements in 6 LGUs</i>	<i>Evidenced by improvements in 2 LGUs</i>	<i>Lessons Learned presented on 8 LGUs</i>
STATUS:	Target exceeded	Target exceeded	Target exceeded	4 targets outstanding
Yogyakarta		<ul style="list-style-type: none"> • Yogyakarta has drafted a plan, based on recommendations from Savannah, to speed up the building permit process in the city. Pending DPRD approval, this plan could significantly decrease the waiting period for citizens applying for business permits. 		The best practices symposium was held in Yogyakarta during the last exchange to take place in Indonesia. All Yogyakarta city staff, local community groups and the Yogyakarta Heritage Society (NGO) attended.
East Kalimantan Province	Funds for the Mahakam river basin project were allocated in the Province's budget.	<ul style="list-style-type: none"> • East Kalimantan Working Group (EKWG) established. • East Kalimantan Working Group held a meeting with other stakeholders (TNC) and is truly functioning as a coordination body to discuss natural resource management (June 2002). • More meetings were held with EKWG members on the discussion for the proposed agenda of the forthcoming visit and trip by/to Oregon (Aug-Sep. 2002). 		

Subobjective 1b: Promote information sharing and public diplomacy

	Press release produced and disseminated, and/or media contacted	Exchange event(s) covered in the media	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)
TARGET:	<i>1 press release on 9 LGUs</i>	<i>Media coverage of 9 LGUs</i>	<i>Facilitation of 2 public exchanges</i>
STATUS:	Target exceeded	Target exceeded	Target exceeded
Pasir	<ul style="list-style-type: none"> • 1 press release prepared 	<ul style="list-style-type: none"> • 4 articles published in Kaltim Post • TV Coverage of Pasir delegation attendance at Coquille city council meeting • 1 article published in Manuntung, local newspaper (June 2002) • Results of the multi-stakeholders agreement of the new management of forest practices have been published and disseminated in series of articles at the local paper <i>Kaltim Post</i>. • Results from the January trip to Oregon were presented in another series of article at the local paper <i>Kaltim Post</i>. 	<ul style="list-style-type: none"> • Pasir delegates attended Rotary Club meeting in Coquille (Nov 2001) • BIGG/LGSPP continues to facilitate contacts between Pasir officials and East Kalimantan Rotarians in order to receive assistance promised by Coquille Rotary Club • BIGG/LGSPP partnership manager spoke about Indonesia to a group of junior high school students in Coquille (Nov 2001) • Extensive meetings with local communities and local NGOs on community-forestry issues with Oregon delegates during the third exchange (June 2002) • Oregon delegates shared information with other state institutions related to forestry. They have started making contact with other state and federal agencies through their own network (June 2002). • Results of inclusive forestry planning process presented to national and Asean workshops in Jakarta and Bangkok. • UK's DFID has given a grant to support related forestry project). • The Netherlands' Tropen Bosch has given a grant for Gunung Lumut forest to protect and replant the local exotic species <i>ulin</i> tree.
Bekasi	<ul style="list-style-type: none"> • Bekasi Staff contacted local news media • The innovative practices seminar was held in Bekasi. The public and media were invited. 	<ul style="list-style-type: none"> • 2 articles in Gresham newspaper • 1 article in Bekasi newspaper • 1 article in Bekasi magazine • 1 article was posted on the Bekasi website for the innovative practices seminar held on June 24, 2003 in Bekasi. 	
Bitung	<ul style="list-style-type: none"> • BIGG/LGSPP contacted TVRI to inform them of MOU signing • The innovative practices seminar was held in Bitung. The public and media were invited. 	<ul style="list-style-type: none"> • BIGG Partnership manager interviewed on Oregon regional television (KCBY Television) • The MOU signing between STIE Petra and Coos Bay Community College was covered by TVRI Manado • Mayor of Bitung was the co-Marshall with the Mayor of Coos Bay in the Fun Festival Parade in Coos Bay, September 2002. 	<ul style="list-style-type: none"> • Bitung delegates attended Rotary Club Meetings in Coos Bay (Nov 2001, March 2002, September 2002) • BIGG/LGSPP continues to facilitate contacts between Bitung officials and Manado/Sulawesi Rotarians in order to receive assistance promised by Coos Bay Rotary Club

<i>Subobjective 1b: Promote information sharing and public diplomacy</i>			
	Press release produced and disseminated, and/or media contacted	Exchange event(s) covered in the media	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)
TARGET:	<i>1 press release on 9 LGUs</i>	<i>Media coverage of 9 LGUs</i>	<i>Facilitation of 2 public exchanges</i>
STATUS:	Target exceeded	Target exceeded	Target exceeded
Samarinda	<ul style="list-style-type: none"> • BIGG/LGSPP staff coordinated with IFES and TVRI to schedule television appearance • 	<ul style="list-style-type: none"> • 5 articles published in Kaltim Post and Samarinda Post • Samarinda staff on TVRI twice • Samarinda delegates on Tigard local TV while attending city council meeting (June 2002) • Press conference to explain the results of the previous exchange to Oregon and the next steps in preparation for the next exchange from Oregon to Samarinda. • Two articles in Samarinda Post. • Several articles about Tigard visit in Oct. 2002 in Kaltim Post and Samarinda Post. • Another article in Kaltim Post and Samarinda Post about the trip made by the Vice Mayor in Feb. 2003. 	<ul style="list-style-type: none"> • Syaharie Jaang (Vice Mayor) and Masud (DPRD member) of Samarinda observed Idul-Adha and attended the public prayer at Portland Convention Hall, met other Muslims of Portland metro areas. Their presence was announced at the event. • Up return from 5th exchange, Samarinda Secretary to the mayor held a stakeholders meeting of the Samarinda's Water Supply system in order to present the ideas gained during the exchange.
Kutai	<ul style="list-style-type: none"> • BIGG/LGSPP staff coordinated with IFES and TVRI to schedule television appearance 	<ul style="list-style-type: none"> • 7 articles published in Kaltim Post and Kutai Baru • Kutai staff on TVRI twice • Press conference to explain the results of the previous exchange to Oregon and the next steps in preparation for the next exchange from Oregon to Samarinda. the next exchange from Oregon to Samarinda. • One article in Kutai Baru Post. • Several articles about Washington County visit in Kaltim Post. • An article in the Oregonian about the partnership and MOU signing when Bupati Syaokani made his trip to Washington County. 	<ul style="list-style-type: none"> • Proposal for continuing education institute developed for partnership between Portland Community College and Kutai Kertanegara University (June 2002) • Washington County-based medical supply company has offered some used medical equipment for Kutai. • An MOU signed between Washington County, Portland State University, Portland Community College and Kabupaten Kutai Kartanegara, Kutai Kertanegara University. • MOU signed on public health management improvement program.

<i>Subobjective 1b: Promote information sharing and public diplomacy</i>			
	Press release produced and disseminated, and/or media contacted	Exchange event(s) covered in the media	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)
TARGET:	<i>1 press release on 9 LGUs</i>	<i>Media coverage of 9 LGUs</i>	<i>Facilitation of 2 public exchanges</i>
STATUS:	Target exceeded	Target exceeded	Target exceeded
Bandung	<ul style="list-style-type: none"> • BIGG/LGSPP contacted media to inform them of Santa Clarita visit. • The innovative practices seminar was held in Bandung. The public and media were invited. 	<ul style="list-style-type: none"> • 1 article in Pikiran Rakyat • Santa Clarita delegates interviewed on local radio station (RASE FM) on 1st Exchange • Vice Bupati gave a speech at the council meeting in Santa Clarita (broadcasted on live television) • Santa Clarita delegates interviewed on local radio station (MARA FM) on August 2002 – 3rd Exchange • Santa Clarita delegates met with the US Ambassador to Indonesia 	<ul style="list-style-type: none"> • Santa Clarita delegates presented a lecture on local government in the U.S. to student and faculty from Bandung Institute of Technology (ITB) and Institut Teknis Nasional (ITENAS) in Bandung (Jan 2002) • A meeting was held in Santa Clarita, attended by other related institutions for strategic new town planning: Los Angeles County Planning and Los Angeles Economic Development Corporation (Feb. 2003) • A meeting was held in Bandung, attended by other local governments affected by the new town development planning: City of Bandung, Provincial level and other institutions/universities. • A Stakeholders Meeting was held in Bandung. In addition to local governmental officials, national governmental officials, from Jakarta were invited and participated, as well as the media.
Balikpapan	BIGG/LGSPP staff contacted media about Houston area governments' visit	<ul style="list-style-type: none"> • 1 article in Kompas, 1 in Kaltim Post and 1 in local paper (June 2002). • Meet the press discussion with Houston delegates during the meeting with the Mayor of Balikpapan. Direct discussion with Houston delegates (June 2002). • A report in Jakarta Post about the endorsement by the Minister of Education on Balikpapan community college development program. 	<ul style="list-style-type: none"> • A proposal for a partnership between Community College of the Mainland (Texas City) and Balikpapan Polytechnic School has been drafted. • A proposal for consulting work from Port Authority of Houston to Balikpapan to design and arrange its new port development. • The Port Authority of Houston agreed to provide technical assistance for Balikpapan's new industrial port development. • Another funding proposal has been prepared and submitted for Global Development Alliance program of USAID. • UNOCAL –Indonesia has committed to contributing a portion of their training and community development budgets for the Certified Process Technology Training.

<i>Subobjective 1b: Promote information sharing and public diplomacy</i>			
	Press release produced and disseminated, and/or media contacted	Exchange event(s) covered in the media	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)
TARGET:	<i>1 press release on 9 LGUs</i>	<i>Media coverage of 9 LGUs</i>	<i>Facilitation of 2 public exchanges</i>
STATUS:	Target exceeded	Target exceeded	Target exceeded
Yogyakarta	<ul style="list-style-type: none"> • Press release prepared by U.S. Embassy with assistance and information from BIGG/LGSP • BIGG/LGSP staff coordinated with IFES and TVRI to schedule television appearance. • The innovative practices seminar was held in Yogyakarta. The public and media were invited. • John Hutton and Mayor Hery Zudianto were interviewed in a television program celebrating Yogyakarta's 247th anniversary. 	<ul style="list-style-type: none"> • 2 articles published in Kompas and Jakarta Post • TV coverage of MOU signing (with U.S. Ambassador) • Yogyakarta and Savannah staff on TVRI • Mayor of Yogyakarta was introduced at an official Press Conference in City Hall in Savannah • Mayor of Yogyakarta gave a speech at a formal council meeting in Savannah • The Savannah team moderated a public meeting held by JHS concerning "Lessons learned from Savannah: Notes for Yogyakarta for the Heritage Conservation Program. The local radio station which attended, then invited Savannah to speak on radio (see next point). • The Savannah delegates were interviewed on the local radio station regarding their own historical preservation program and how it could be implemented in Yogyakarta. 	<ul style="list-style-type: none"> • Savannah delegates presented a lecture on local government in the U.S. to students at Gadjah Mada University (March 2002) • U.S. Ambassador Ralph Boyce attended MOU signing between Yogyakarta and Savannah (March 2002) • Yogyakarta has invited the Yogyakarta Centre of Heritage Conservation - funded by Ford Foundation – to join the Resource Cities Partnership. • Yogyakarta and Savannah have agreed to start developing a partnership for a community college. • Savannah Technical College held a session with Yogyakarta through the Jogjakarta Heritage Society regarding local workforce development. • Savannah Technical College sent a staff person to attend the 6th exchange
East Kalimantan Province	<ul style="list-style-type: none"> • BIGG/LGSP staff coordinated with IFES and TVRI to schedule television appearance • Agreement reached with the Chairman of local PWI (Indonesian Association of Journalists) to assist in the development of a TV series for the partnerships and regional initiative in East Kalimantan. 	<ul style="list-style-type: none"> • Province, Samarinda and Kutai staff on TVRI to discuss interregional cooperation 	<ul style="list-style-type: none"> • East Kalimantan Working Group held a meeting with other stakeholders (TNC) and is truly functioning as a coordination body to discuss natural resource management (June 2002). • Membership of the EKWG has been expanded to include the Water Forum and Forest Forum, which comprise a wide spectrum of stakeholders from NGOs, Universities, Businesses, Local Governments, and donor projects.

Subobjective 1c: Promote inter-governmental coordination in one functional area in the province of East Kalimantan

	Provide assistance and/or technical training in regional governmental management and coordination	Increase opportunities for regional networking and mutual understanding of common issues	Produce framework for institutionalized or continued regional collaboration	Produce policy papers/drafts on issues for regional cooperation	Improvements recognized in coordination/ collaboration between local governments on regional policies/issues	Improvements presented as lessons learned
TARGET:	<i>Conduct Diagnostic</i>	<i>Conduct in 1 province</i>	<i>Evidenced by 1 improvement/opportunity</i>	<i>Produce 1 framework document</i>	<i>Produce 1 policy paper</i>	<i>Lessons learned presented on 1 province</i>
STATUS:	Target met	Target met	Target met	1 target met	Target met	1 target outstanding

<i>Subobjective 1c: Promote inter-governmental coordination in one functional area in the province of East Kalimantan</i>						
	Provide assistance and/or technical training in regional governmental management and coordination	Increase opportunities for regional networking and mutual understanding of common issues	Produce framework for institutionalized or continued regional collaboration	Produce policy papers/drafts on issues for regional cooperation	Improvements recognized in coordination/ collaboration between local governments on regional policies/issues	Improvements presented as lessons learned
TARGET:	<i>Conduct Diagnostic</i>	<i>Conduct in 1 province</i>	<i>Evidenced by 1 improvement/opportunity</i>	<i>Produce 1 framework document</i>	<i>Produce 1 policy paper</i>	<i>Lessons learned presented on 1 province</i>
East Kalimantan Regional Initiative	<ul style="list-style-type: none"> Initial scoping mission conducted, draft report and recommendations prepared Detailed working plan and overall agenda prepared and agreed. EKWG has observed models, techniques, and organizational structures of river basin management in Oregon. 	<ul style="list-style-type: none"> East Kalimantan Working Group held a meeting with other stakeholders (TNC) and is truly functioning as a coordination body to discuss natural resource management (June 2002). EKWG hosted a visioning workshop for the larger Mahakam River Basin community. Improved relationships among delegates during the trip to Oregon, between Bupati Rama Asia of West Kutai, Bachruddin of Kutai Kartanegara, and Sumanto, the Province EKWG coordinator. Both formal and informal meetings between members of EKWG (represented different jurisdiction) are taking place. They agree to use EKWG more effectively for coordination; also agree to exchange emails and communicate directly by phone. 	<ul style="list-style-type: none"> East Kalimantan Working Group has formally been established with Governor's decree. The framework was prepared and adopted. 	<ul style="list-style-type: none"> 1 target outstanding. Draft proceedings and results from the visioning workshop outline the issues and steps needed to improve regional cooperation. EKWG has proposed a tentative agenda until the end of the year 2003 for EKWG activities. 	<ul style="list-style-type: none"> Communication among officials of cities/ kabupatens with the Province has started. More office letters, memos, etc. flow between those officials. The province has agreed to allow key staff to participate in a "road show" to "socialize" the results of the visioning workshop to the local governments in the Mahakam River Basin. Assistant-2 held a meeting involving all EKWG members and other Resource Cities partners to discuss the next agenda for the forthcoming visit of the Oregon partner. 	1 target outstanding

Subobjective 1d: Promote sustainable partnerships

	Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships	Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)	Increase opportunities for regional networking and mutual understanding of common issues
TARGET:	<i>Established in 8 LGUs</i>	<i>Evidenced by 3 LGUs</i>	<i>Facilitation of 2 public exchanges</i>	<i>Evidenced by 1 improvement/opportunity</i>
STATUS	Target met	Target exceeded	Target exceeded	Target exceeded

Subobjective 1d: Promote sustainable partnerships

	Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships	Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)	Increase opportunities for regional networking and mutual understanding of common issues
TARGET:	<i>Established in 8 LGUs</i>	<i>Evidenced by 3 LGUs</i>	<i>Facilitation of 2 public exchanges</i>	<i>Evidenced by 1 improvement/opportunity</i>
STATUS	Target met	Target exceeded	Target exceeded	Target exceeded
Pasir	<p>Completed</p> <ul style="list-style-type: none"> The Oregon Bureau of Land Management (BLM) has agreed to provide computers to the Pasir Department of Forestry. 	<ul style="list-style-type: none"> E-mail exchanges have continued between Oregon foresters and their Pasir counterparts (using personal e-mail account of Pasir's). Both Balikpapan and Pasir are now trying to have an in-house English training program for their staff to improve communication with their U.S. partners. BLM has also agreed to provide technical support for Pasir's efforts and provide information and contacts as needed. The Oregon Bureau of Land Management (BLM) staff agreed to assist Pasir on their personal time. Three BLM staff have already exchanged emails with Pasir and discussed the land-use planning agenda for the next trip. New national and international contacts were made with extensionists/foresters through the IUFRO Symposium in Oregon. 	<ul style="list-style-type: none"> Pasir delegates attended Rotary Club meeting in Coquille (Nov 2001) BIGG/LGSPP continues to facilitate contacts between Pasir officials and East Kalimantan Rotarians in order to receive assistance promised by Coquille Rotary Club BIGG/LGSPP partnership manager spoke about Indonesia to a group of junior high school students in Coquille (Nov 2001). Oregon delegates spoke to local villagers, community leaders and NGOs in Pasir and have agreed to facilitate further contacts with similar organizations in the US. Grants provided by UK's DFID for a community based and sustainable forestry program to sustain the current achievements. Grant provided by The Netherlands' Tropen Bosch for Gunung Lumut forest replantation of endangered <i>Ulin</i> trees. 	<ul style="list-style-type: none"> Results of the exchange were shared with other natural resource stakeholders during meetings with NRM/EPIQ during a preparation meeting for inter-jurisdiction forestry meeting of East Kalimantan in July 23-24 in Samarinda. Pasir's Head of Forestry Department has contacted his junior classmate who is a member of the EKWG, and invited him to meet with the Coquille forestry delegation to make the EKWG aware of the work being done in Pasir. Pasir's Head of Forestry Department is also planning to contact Assistant IV of the Province, who initiated EKWG, to ask his support and advice for developing a similar working group in Pasir. He also wants to invite the Province's EKWG to participate in this local working group to improve coordination in the Province. A new multi-stakeholder agreement on the management and governance of forest practices in the local areas has been agreed upon. The collaborative process used in reaching the multi-stakeholder agreement in Pasir has been presented as a Best Practice at workshops in Jakarta and Bangkok. Another presentation made in Yogyakarta during the Forest Day at Gadjah Mada university. Pasir participated in the National Innovative Practices Conference held in Jakarta on 1-2 July which included other Indonesian and U.S. resource city partners, associations, donors and non-partner cities.

<i>Subobjective 1d: Promote sustainable partnerships</i>				
	Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships	Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)	Increase opportunities for regional networking and mutual understanding of common issues
TARGET:	<i>Established in 8 LGUs</i>	<i>Evidenced by 3 LGUs</i>	<i>Facilitation of 2 public exchanges</i>	<i>Evidenced by 1 improvement/opportunity</i>
STATUS	Target met	Target exceeded	Target exceeded	Target exceeded
Bekasi	Completed	<ul style="list-style-type: none"> • Bekasi and Gresham have contacted each other via e-mail 		Bekasi participated in the National Innovative Practices Conference held in Jakarta on 1-2 July which included other Indonesian and U.S. resource city partners, associations, donors and non-partner cities.
Bitung	Completed	<ul style="list-style-type: none"> • Bitung and Coos Bay are in regular e-mail and written (letter) contact • A Memorandum of Understanding (MOU) for cooperation between the Business Development Center (BDC) of Southwestern Oregon Community College and STIE Petra was signed by Mr. Jon Richards, BDC Director, and Mr. Bobby Dungair, CEO/Founder of STIE Petra 	<ul style="list-style-type: none"> • Bitung delegates attended Rotary Club Meetings in Coos Bay (Nov 2001, March 2002, September 2002) • BIGG/LGSPP continues to facilitate contacts between Bitung officials and Manado/Sulawesi Rotarians in order to receive assistance promised by Coos Bay Rotary Club 	<ul style="list-style-type: none"> • Bitung staff participated in ICMA Annual Conference to learn more on Reducing Conflict in Local Government (September 2002) • Bitung participated in the National Innovative Practices Conference held in Jakarta on 1-2 July which included other Indonesian and U.S. resource city partners, associations, donors and non-partner cities.

Subobjective 1d: Promote sustainable partnerships

	Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships	Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)	Increase opportunities for regional networking and mutual understanding of common issues
TARGET:	<i>Established in 8 LGUs</i>	<i>Evidenced by 3 LGUs</i>	<i>Facilitation of 2 public exchanges</i>	<i>Evidenced by 1 improvement/opportunity</i>
STATUS	Target met	Target exceeded	Target exceeded	Target exceeded
Samarinda	Completed	<ul style="list-style-type: none"> • Ongoing e-mail exchange after returning from Oregon. • Samarinda’s finance director has begun practicing his English in an effort to be able to communicate with his colleagues in Oregon. • An Indonesian living in Tigard has volunteered to provide translation services to the City of Tigard. • Tigard finance staff made their presentation, attended Samarinda double-entry accounting training, gave text books on accounting, and offered technical support to the author of the Samarinda text book. • Samarinda has recruited additional accounting and finance staff and formed its own training team and provided performance budget and double-entry training to all finance officials across departments in the city. This was in conjunction with the preparation of the city budget 2003. 	<ul style="list-style-type: none"> • The Director of Finance from Samarinda met with the Bank of America during his visit in Oregon to discuss options for Samarinda to convert their payment system to an automated system. During the discussions, the BOA representative gave the Director several ideas for streamlining the existing payment process in Samarinda that would expedite payments even without automating the system. The Director has subsequently had discussions with Bank Pembangunan Daerah (BPD) in Samarinda about developing a partnership with BOA to improve the automation of BPD. At this point, it is unclear what the nature of the partnership might be, therefore BIGG/LGSPP will follow up with both parties to get the details. • The new online transfer system will be implemented in 2003. • Participation and contribution of time of outside parties in the 5th exchange: the Murray Smith Company, Watershed Management Division of Tualatin Water Supply Company, Joint Water Commission of Oregon, Shaun Piggott Association, Winsville water Treatment Plant, and Waste Water Treatment Plant in Oregon 	<ul style="list-style-type: none"> • Participated in (and hosted) seminar on water rights conducted by Tigard, Oregon (Jan 2002) • DPRD Member is regular presenter and facilitator on performance-oriented budgeting at BIGG workshops and conferences • Improved communication between Samarinda’s Director of Finance and the Chairman of Budget Committee of DPRD/City on the discussion of the city’s budget process. They are now engaged in common endeavor to promote the change to double-entry accounting practice, and they both facilitate the discussions among council members and city officials. • In a meeting among East Kalimantan local government’s finance directors Samarinda was asked to provide training and consultation on Performance Budget and double entry accounting to other finance officers in the province. • Similar training was given to Samarinda’s local NGOs to make them understand the process. These NGOs have formed a special “budget team” and are an official member of the DPRD’s budget committee. • A new network with the local university has been formed to organize a training workshop and sharing of the Beaverton/Tigard experience on conflict mediation. • Samarinda participated in the National Innovative Practices Conference held in Jakarta on 1-2 July which included other Indonesian and U.S. resource city partners,

<i>Subobjective 1d: Promote sustainable partnerships</i>				
	Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships	Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)	Increase opportunities for regional networking and mutual understanding of common issues
TARGET:	<i>Established in 8 LGUs</i>	<i>Evidenced by 3 LGUs</i>	<i>Facilitation of 2 public exchanges</i>	<i>Evidenced by 1 improvement/opportunity</i>
STATUS	Target met	Target exceeded	Target exceeded	Target exceeded
Kutai	Completed	<ul style="list-style-type: none"> • Ongoing e-mail exchange after returning from Oregon. • Proposal for continuing education institute developed for partnership between Portland Community College and Kutai Kertanegara University. • Rumah Sakit Parakesit is in the process of installing 2 heart monitors donated to the hospital by a hospital in Washington County. • With the establishment of the Task Force, a more intensive and focused, direct peer-to-peer communication has been made. • Special relationships have been established with Portland State University and Portland Community College. Both have announced that they will support Kutai in its plan to develop a community college and local government training center. 	<ul style="list-style-type: none"> • A Washington County medical supply company has offered to send a list of additional excess supplies that Kutai can take if they need. • Washington County has provided medical books to the local library. 	<ul style="list-style-type: none"> • Participated in seminar on water rights conducted by Tigard, Oregon (Jan 2002). • Kutai Kartanegara University or Unikarta was given a seat on the partnership Task Force. Unikarta is now in contact with institutions in Samarinda as well as Portland Community College. • Private companies and other donor agencies have stated their interest in supporting Kutai's endeavor on building a workforce development program through a community college model. • Kutai participated in the National Innovative Practices Conference held in Jakarta on 1-2 July which included other Indonesian and U.S. resource city partners, associations, donors and non-partner cities. • Washington County reaffirmed its commitment to support Kutai through the linkage with Portland State University. A new person was added from PSU to the task force.

<i>Subobjective 1d: Promote sustainable partnerships</i>				
	Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships	Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)	Increase opportunities for regional networking and mutual understanding of common issues
TARGET:	<i>Established in 8 LGUs</i>	<i>Evidenced by 3 LGUs</i>	<i>Facilitation of 2 public exchanges</i>	<i>Evidenced by 1 improvement/opportunity</i>
STATUS	Target met	Target exceeded	Target exceeded	Target exceeded
Bandung	Completed	<ul style="list-style-type: none"> Bandung and Santa Clarita are in regular e-mail contact Santa Clarita has set up a Web-based forum to exchange ideas and enhance communication between the two partners - http://forums.delphiforums.com/kabupaten 	<ul style="list-style-type: none"> Santa Clarita delegates presented a lecture on local government in the U.S. to student and faculty from Bandung Institute of Technology (ITB) and Institut Teknis Nasional (ITENAS) in Bandung (Jan 2002). Santa Clarita has organized a contact with the University of Southern California which will hold a training session for the delegates during the next exchange. 	<ul style="list-style-type: none"> Bandung participated in the National Innovative Practices Conference held in Jakarta on 1-2 July which included other Indonesian and U.S. resource city partners, associations, donors and non-partner cities. Bandung took the initiative to build a network with the City, Provincial level and local universities. The meeting was held at the beginning of July.

<i>Subobjective 1d: Promote sustainable partnerships</i>				
	Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships	Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)	Increase opportunities for regional networking and mutual understanding of common issues
TARGET:	<i>Established in 8 LGUs</i>	<i>Evidenced by 3 LGUs</i>	<i>Facilitation of 2 public exchanges</i>	<i>Evidenced by 1 improvement/opportunity</i>
STATUS	Target met	Target exceeded	Target exceeded	Target exceeded
Balikpapan	Completed	<ul style="list-style-type: none"> Both Balikpapan and Pasir are now trying to have an in-house English training program for their staff to improve communication with their U.S. partners. Balikpapan and the Houston area governments are in consistent communication with one another. A concept paper was written and submitted to USAID Global Development Alliance. Unocal management has endorsed support for Balikpapan's initiative for the workforce development program. At a conference in Bali held among Balikpapan oil industries (in June 2003) a statement was made that they will include in their budget an allocation for supporting Balikpapan's workforce development program. A relationship has been established with Bill Raley of COM, and Ivan Langford who both are willing to support Balikpapan in its plan to develop a community college. Contacts have been facilitated to include industry representatives in the Houston area through COM's network. 	<ul style="list-style-type: none"> BP-Texas plant manager has agreed to initiate contact with BP-Indonesia to potentially support Balikpapan in the process of establishing a local community college with a technology certification program. Unocal of Balikpapan agreed to participate in this program and will attend the next exchange self-financed. Unocal has agreed to allocate parts of its training and community development fund for Balikpapan Community College program. 	<ul style="list-style-type: none"> Participated in seminar on water rights conducted by Tigard, Oregon (Jan 2002). Balikpapan has initiated a dialogue among local education institutions to work together to establish a local community college. BIGG/LGSPP is seeking alternative funding through ALO-USAID Program for Global Higher Education. Promotion of community college concept to the city council members, industry associations, and multi-national companies. At a conference in Bali held among Balikpapan oil industries (in June 2003) a statement was made that they will include in their budget an allocation for supporting Balikpapan's workforce development program. Balikpapan participated in the National Innovative Practices Conference held in Jakarta on 1-2 July which included other Indonesian and U.S. resource city partners, associations, donors and non-partner cities.

<i>Subobjective 1d: Promote sustainable partnerships</i>				
	Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships	Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)	Increase opportunities for regional networking and mutual understanding of common issues
TARGET:	<i>Established in 8 LGUs</i>	<i>Evidenced by 3 LGUs</i>	<i>Facilitation of 2 public exchanges</i>	<i>Evidenced by 1 improvement/opportunity</i>
STATUS	Target met	Target exceeded	Target exceeded	Target exceeded
Yogyakarta	Completed	<ul style="list-style-type: none"> • Communication is on-going through email with Savannah, Jogjakarta Heritage Society (JHS) and Public Relation to coordinate the partnership initiatives • JHS, Yogyakarta and Savannah developed an outline for a new program to be proposed to the Global Higher Education Program (GHEP). 	<ul style="list-style-type: none"> • Savannah delegates presented a lecture on local government in the U.S. to students at Gadjah Mada University (March 2002) • U.S. Ambassador Ralph Boyce attended MOU signing between Yogyakarta and Savannah (March 2002) • Savannah Technical College had a session with Yogyakarta through Jogjakarta Heritage Society (JHS) on local workforce development. 	<ul style="list-style-type: none"> • Yogyakarta has begun promotion of the community college concept to the city, hotel business associations, non-governmental organization (JHS). • Yogyakarta participated in the National Innovative Practices Conference held in Jakarta on 1-2 July which included other Indonesian and U.S. resource city partners, associations, donors and non-partner cities. • A public meeting was held with the communities of Yogyakarta on “Lessons learned from Savannah: Heritage preservation Program”
East Kalimantan Province	Assistance not planned in this area	<ul style="list-style-type: none"> • E-mail exchanges continue between Oregon partners and their counterparts (using personal e-mail account). 	<ul style="list-style-type: none"> • EK Water Forum formally established in October as a counterpart to EKWG focusing on the technical hydrological issues of the river. • Forestry Forum of EK also established. 	<ul style="list-style-type: none"> • Participated in seminar on water rights conducted by Tigard, Oregon (Jan 2002) • Participated in seminar on water resource management on World Water Day event in Samarinda conducted by Mulawarman University. • Membership of the EKWG has been expanded to include representatives from the newly established water and forestry forums. • East Kalimantan Province participated in the National Innovative Practices Conference held in Jakarta on 1-2 July which included other Indonesian and U.S. resource city partners, associations, donors and non-partner cities.

Cooperative Agreement Results Matrix II
The Local Government Support and Partnership Program

Association Capacity-Building Activities

Goal 1: Develop the capacity of decentralized and participatory local governments and the organizations that represent them

Objective: To establish effective, representative, and independent local government associations

Entries in **BOLD** = new this quarter

Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership

Indicator	Target and Status	Progress through September 30, 2003
Train and/or assist association leadership and staff in advocacy concepts and techniques	6 of 4 targets met	<ul style="list-style-type: none"> • Assisted in formulation of position statement on Laws 22 & 25 for APEKSI, APKASI, APPSI (June 2001) • Introduced advocacy concepts/techniques during 1st LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI) • Workshop: Advocacy & Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI) • Staff “credentialed” in advocacy skills: strategy development, staffing policy committees, mobilizing, and instructing members on advocacy (April 2002) (APEKSI, APKASI, APPSI) • Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5th LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI) • Workshop: The Policy Process in Associations: How the membership and staff work together to develop and represent policy positions. (June. 2003) (APEKSI, APKASI, APPSI, ADEKSI, ADKASI) • LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)

<i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i>		
Indicator	Target and Status	Progress through September 30, 2003
Train and/or assist association leadership and staff on formal and informal avenues for advocacy at the national level	4 of 4 targets met	<ul style="list-style-type: none"> • Assisted in formulation of position statement on Laws 22 & 25 for APEKSI, APKASI, APPSI (June 2001) • Introduced advocacy concepts/techniques during 1st LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI) • Workshop: Advocacy & Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI) • Staff “credentialed” in advocacy skills: strategy development, staffing policy committees, mobilizing, and instructing members on advocacy (April 2002) (APEKSI, APKASI, APPSI) <p>· LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</p>
Train and/or assist association leadership in establishing a process to develop policy positions and arguments	6 of 4 targets met	<ul style="list-style-type: none"> • Introduced policy committee concepts and techniques during 1st LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI) • Workshop: Advocacy & Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI) • Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5th LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI) • Workshop: Executive directors and board members instructed on the elements of a legislative strategy development plan/process during 5th LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI) • Workshop: The Policy Process in Associations: How the membership and staff work together to develop and represent policy positions. (June. 2003) (APEKSI, APKASI, APPSI, ADEKSI, ADKASI) • Model POKJA: Local government working group on performance based budgeting policy issues. (June. 2003) (APEKSI, APKASI) <p>· LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</p>

<i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i>		
Indicator	Target and Status	Progress through September 30, 2003
Train and/or assist association in understanding various methods of obtaining membership participation and/or input in advocacy positions	6 of 4 targets met	<ul style="list-style-type: none"> • Introduced concepts/techniques during 1st LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI) • Workshop: Advocacy & Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI) • Staff “credentialed” in advocacy skills: strategy development, staffing policy committees, mobilizing, and instructing members on advocacy (April 2002) (APEKSI, APKASI, APPSI) • Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5th LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI) • Workshop: Executive directors and board members instructed on the elements of a legislative strategy development plan/process that includes membership participation during 5th LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI) • Workshop: The Policy Process in Associations: How the membership and staff work together to develop and represent policy positions. (June. 2003) (APEKSI, APKASI, APPSI, ADEKSI, ADKASI) <p>· LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</p>
Association advocates at the national level	3 of 3 targets met APEKSI 4 of 3 targets met APKASI	<ul style="list-style-type: none"> • APEKSI and APKASI present autonomy position statements to Vice President Haz following the Autonomy Expo (October 2001) • APKESI and APKASI present position statements on Law 22 & 25 before Komisi II (March 2002) • APKASI presents position statements on Govt. Reg. No. 34/2002 on forestry use and management before Komisi III public hearing (Nov. 19, 2002). • APEKSI, APKASI, ADEKSI, ADKASI present joint position on reform of local land use/land affairs before Director General of Law and Regulation of Department of Justice and Human Rights (May 21, 2003). Associations send joint letter to president on local preparedness to implement local land use authorities (May 23, 2003).

<i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i>		
Indicator	Target and Status	Progress through September 30, 2003
Association identifies key coalition partners (single issue or standing coalitions)	5 of 2 targets met	<ul style="list-style-type: none"> • APEKSI, APKASI, APPSI identify and list potential coalition partners during Advocacy & Coalition Building Workshop (Dec. 2002) (APEKSI, APKASI, APPSI) • Entire Boards of APEKSI, APKASI, APPSI held first tripartite coalition meeting addressing Law 22 (Jan. 2002) • APKESI, APKASI, APPSI, ADEKIS, ADKASI present united position before the Ministry of Home Affairs meeting addressing draft PP to regulate, evaluate, dissolve the associations (Nov. 5, 2002) · APEKSI Board establishes "formulation team" with APKASI, ADEKSI, ADKASI representation to determine steps necessary to develop position on land use reform based on decentralization principles. (May 2003) · APEKSI and APKASI membership at their annual meetings formally authorize the establishment of a 4-association coalition to work with ADEKSI & ADKASI for a policy statement and strategy on advocating on revision of Law 22/99. Following the meeting, such policy statement was developed and is to be used as the base document for advocacy activities of all 4 associations. (August/September 2003)
Association conducts advocacy activities as part of a coalition	4 of 2 targets met	<ul style="list-style-type: none"> • APEKSI, ADEKSI, APKASI and ADKASI build advocacy coalition and jointly present positions on revision of Law 22 in 4 separate meetings before the PKB, Reform, PPP, and Golkar Fractions (Feb. 2002) • APKESI, APKASI, APPSI, ADEKIS, ADKASI present united position before the Ministry of Home Affairs meeting addressing draft PP to regulate, evaluate, dissolve the associations (Nov. 5, 2002) • APEKSI, APKASI, ADEKSI, ADKASI present joint position on reform of local land use/land affairs with Director General of Law and Regulation of Department of Justice and Human Rights (May 21, 2003). Associations send letter to president on local preparedness to implement local land use authorities (May 23, 2003). · APEKSI and APKASI membership at their annual meetings formally authorize the establishment of a 4-association coalition to work with ADEKSI & ADKASI for a policy statement and strategy on advocating on revision of Law 22/99. Following the meeting, such policy statement was developed and is to be used as the base document for advocacy activities of all 4 associations. (August/September 2003)
Association policy developed using membership participation/input	2 of 2 targets met APKASI 1 of 2 target met APEKSI	<ul style="list-style-type: none"> • Association vets policy position statement on revision of Law 22 before full membership at National Working Meeting and receives input and approval (May 2002) (APKASI) • APKASI and 9 member regencies present position statements on Govt. Reg. No. 34/2002 on forestry use and management before Komisi III public hearing (Nov. 19, 2002) · APEKSI membership participate in policy development and issue identification teams during their annual meeting. (August 2003)

<i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i>		
Indicator	Target and Status	Progress through September 30, 2003
Association advocates on behalf of its members	6 of 2 targets met	<ul style="list-style-type: none"> • APEKSI and APKASI present autonomy position statements to Vice President Haz following the Autonomy Expo (October 2001) • APKESI and APKASI present position statements on Law 22 & 25 before Komisi II (March 2002) • APEKSI and APKASI successfully petition to have association representation on the Ministry's "Small Team for Initiating the Revision of Law 22/1999." • APKASI presents position statements on Govt. Reg. No. 34/2002 on forestry use and management before Komisi III public hearing (Nov. 19, 2002) • APEKSI President presents association position on local land use, maritime boundaries and forestry regulations before Ministry Officials (March 2003). • APEKSI, APKASI, ADEKSI, ADKASI present joint position on reform of local land use/land affairs with Director General of Law and Regulation of Department of Justice and Human Rights (May 21, 2003). Associations send letter to president on local preparedness to implement local land use authorities (May 23, 2003).

<i>Subobjective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability</i>		
Indicator	Target and Status	Progress through September 30, 2003
Train and/or assist association in concepts of business plan development, including transparent financial management systems	4 of 3 targets met	<ul style="list-style-type: none"> • Workshop: Association Business Plan Development (Sept. 2001) (APKESI, APKASI, APPSI) • Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for annual transparent budget processes, including identifying improvements in budgeting/reporting systems and new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI) • Working session: Organizational budget and relationship to workplan development, goal setting, reporting to BOD. (Nov. 2002, Singapore) (APEKSI, APKASI, APPSI) • APEKSI, APKASI, APPSI financial staff receive MYOB accounting software training in advance of application of the budgeting/reporting system. (July 2003) • LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)
Train and/or assist association in developing/diversifying/stabilizing sources of revenue	4 of 3 targets met	<ul style="list-style-type: none"> • Workshop: Association Business Plan Development (Sept. 2001) (APKESI, APKASI, APPSI) • Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for annual transparent budget processes, including identifying improvements in budgeting/reporting systems and new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI) • Workshop: Sponsors, Exhibitors, and Marketing for Your Annual Conference (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI) • Working session: Organizational budget and relationship to workplan development, goal setting, reporting to BOD. (Nov. 2002, Singapore) (APEKSI, APKASI, APPSI)
Train and/or assist association in improving marketing capabilities	3 of 3 targets met	<ul style="list-style-type: none"> • Technical assistance: Preparation of membership services flyer distributed to members at BIGG regional conference (Jan/Feb. 2002) (APEKSI, APKASI) • Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for annual transparent budget processes, including identifying and marketing new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI) • Workshop: Sponsors, Exhibitors, and Marketing for Your Annual Conference (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)

<i>Subobjective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability</i>		
Indicator	Target and Status	Progress through September 30, 2003
Train and/or assist association in improving internal management and personnel systems	5 of 3 targets met	<ul style="list-style-type: none"> • Working session: Developing association's strategic plan and organizational priorities using the Milestone Index (April 2001) (APEKSI, APKASI, APPSI) • Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for transparent annual budget processes, including identifying improvements in budgeting/reporting systems and new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI) • Workshop: Position Descriptions and Their Use in Organizational Management (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI) • Working session: Organizational budget and relationship to workplan development, goal setting, reporting to BOD, reporting relationship between ex. dir. and finance officer. (Nov. 2002, Singapore) (APEKSI, APKASI, APPSI) • APEKSI, APKASI, APPSI financial staff receive MYOB accounting software training in advance of application of the budgeting/reporting system. (July 2003) • LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)
Train and/or assist association in defining the roles, responsibilities and authorities of the board, executive director and staff	6 of 3 targets met	<ul style="list-style-type: none"> • Technical assistance: LOC executive director worked with directors on improvements to roles, responsibilities, authorities during 4th LOC exchange (March 2002) • Working session: Board and Executive Roles and Responsibilities during 4th LOC exchange (March 2002) • Training: Oregon Association of School Board conducts training on improving board and executive roles and responsibilities, and goal setting during 5th LOC exchange (Sept. 2002) (APEKSI, APKASI, APPSI) • Executive directors and board members trained in the role of Board of Directors meetings and association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5th LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI) • Workshop: Position Descriptions and Their Use in Organizational Management (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI) • Working session: Organizational budget and relationship to workplan development, goal setting, reporting to BOD. (Nov. 2002, Singapore) (APEKSI, APKASI, APPSI)
Association adopts and/or implements one or more transparent financial management systems	1 target outstanding	
Association improves its development of diverse and stable sources of revenue	3 of 1 target met APEKSI 1 of 1 target met APKASI	<ul style="list-style-type: none"> • APEKSI charges registration fee for attendance at annual membership conference (Aug. 2002) • Association obtains sponsorship and vendor booth fees to subsidize cost of annual member conference (May/Aug. 2002) (APKASI, APEKSI) • APEKSI charges registration fee of 2,000,000 for a 3-day Best Practice Training program for members (October 2003)

<i>Subobjective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability</i>		
Indicator	Target and Status	Progress through September 30, 2003
Association improves its marketing capacity	1 of 1 target met	<ul style="list-style-type: none"> • Association obtains sponsorship and vendor booth fees to subsidize cost of annual member conference (May/Aug. 2002, August 2003) (APKASI, APEKSI)
Association improves its internal management and personnel systems	2 of 1 target met	<ul style="list-style-type: none"> • Association develops position descriptions and an internal organizational chart for association secretariat office and staff (Oct. 2002) (APEKSI, APKASI, APPSI) • Association executive directors restructure internal management of professional staff; give authorization for staff to develop and manage programs; staffing levels revised and made appropriate. (4th quarter 2002) (APEKSI, APKASI)
Association improves understanding and functioning of the roles, responsibilities, and authorities of the board, executive director, and staff	1 target met for APEKSI, 1 target outstanding for APKASI	<ul style="list-style-type: none"> • APEKSI Executive Director gets approval from full membership for restructured Board of Directors and increased roles of the regional offices, in order to obtain more involvement from the leadership and representation from the membership (July 2002 Annual Working Meeting) • APKASI drafts comprehensive Standard Operating Procedures outlining duties, responsibilities, obligations of korwil vis-à-vis secretariat. (June, 2003).

<i>Subobjective 1c: Improve two-way communication between associations and their members</i>		
Indicator	Target and Status	Progress through September 30, 2003

<i>Subobjective 1c: Improve two-way communication between associations and their members</i>		
Indicator	Target and Status	Progress through September 30, 2003
Train and/or assist the association in increasing membership involvement/input/participation	7 of 4 targets met	<ul style="list-style-type: none"> • Training: Using the Media & Other Methods for Reaching Your Members (July 2001) (APEKSI, APKASI, APPSI) • Training & Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI) • Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5th LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI) • Workshop: Conference Planning and Design, including methods of ensuring that professional development sessions are based on member input. (ICMA study tour Sept. 2002) (APEKSI, APKASI, APPSI) • Training & Technical Assistance: Komwil/Korwil Computer Communications Program. (Dec. 2002 –March 2003) (APEKSI, APKASI) • Workshop: The Policy Process in Associations: How the membership and staff work together to develop and represent policy positions. (June. 2003) (APEKSI, APKASI, APPSI, ADEKSI, ADKASI) • Working session: improving the computer and communication networks (June 2003) (APEKSI, APKASI, APPSI) • LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)
Train and/or assist the association in increasing/improving its membership communications methods	9 of 4 targets met	<ul style="list-style-type: none"> • Training: Using the Media & Other Methods for Reaching Your Members (July 2001) (APEKSI, APKASI, APPSI) • Training: How to Write Press Releases (Sept. 2001) (APEKSI, APKASI, APPSI) • Training & Technical Assistance: Association Newsletter Development (Nov. 2001, Jan. 2002) (APEKSI, APKASI, APPSI) • Training & Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI) • Training & Technical Assistance: Web site development (April 2002) (APEKSI, APKASI, APPSI) • Training & Technical Assistance: Staff trained in Access software and membership databases creation/management (Jan-May 2002) (APEKSI, APKASI, APPSI) • Training: Journalistic Writing Skills Development for staff (August 2002) (APEKSI, APKASI, APPSI) • Training & Technical Assistance: Komwil/Korwil Computer Communications Program. (Dec. 2002 –March 2003) (APEKSI, APKASI) • Working session: improving the computer and communication networks (June 2003) (APEKSI, APKASI, APPSI)

<i>Subobjective 1c: Improve two-way communication between associations and their members</i>		
Indicator	Target and Status	Progress through September 30, 2003
Train and/or assist the association in recognizing excellence in local government management and leadership	3 of 4 targets met	<ul style="list-style-type: none"> • Training & Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI) • Training & Technical Assistance: CMAG exchange on Best Practices Programs for associations (June 2002) (APEKSI, APKASI, APPSI) • Training & Technical Assistance: India Best Practices Symposium and Documentation Study Tour (Feb. 2003) (APEKSI, APKASI, APPSI) • Technical Assistance: APEKSI, APKASI, APPSI Best Practice documentation (April, May, June, July 2003)
Association increases/improves membership involvement and participation	1 of 1 target met APEKSI 2 of 1 targets met APKASI	<ul style="list-style-type: none"> • APKASI enhances and deepens membership involvement with outreach and socialization meetings with sekda and bappeda (Jan. 2003) • Training & technical assistance by association staff for member uses of Komwil/Korwil Computer Communications Program. (Dec. 2002 –March 2003) (APEKSI, APKASI)
Association increases/improves its membership communications methods	4 of 3 targets met	<ul style="list-style-type: none"> • APEKSI, APKASI, APPSI developed and distributed first membership newsletters (Dec./Jan. 2002) • APEKSI, APKASI web site content and layout improved (April/June 2002) • APEKSI, APKASI, APPSI improved and/or initiated membership database for dissemination and advocacy purposes (May-June 2002) • APEKSI, APKASI provide training & technical assistance to regional members on use of Komwil/Korwil Computer Communications Program. (Feb. –March 2003) • APKASI uses korwil computer network to distribute PP 8 & 9/2003 and provide assistance and additional resources on application of new regulations.
Association increases/improves programs that recognize excellence in local government management and leadership	2 of 1 target met	<ul style="list-style-type: none"> • APEKSI, APKASI, APPSI initiate best practice documentation programs for their members (March 2003) • APEKSI conducts a 3-day Best Practice Training and site visit program for members and announces its transfer program for 2004 (October 2003) • APKASI distributes its 1st annual Member Best Practices brochure during their annual meeting and socializes its BP program with the local government community at large (i.e., PERFORM training) (August, October 2003)

Subobjective 1d: Strengthen association service delivery to their membership in order to improve local government service delivery

Indicator	Target and Status	Progress through September 30, 2003
Train and/or assist the association in preparing an annual member meeting that includes training opportunities for local government officials	3 of 3 targets met	<ul style="list-style-type: none"> · Workshop: Conference Planning and Design, including methods of ensuring that professional development sessions are based on member input and needs. (ICMA study tour Sept. 2002) (APEKSI, APKASI, APPSI) •Direct technical assistance: improving annual conference content (June 2003) (APEKSI, APKASI, APPSI) · APEKSI and APKASI leadership participate in ICMA annual conference and receive orientation training on role of professional development/training by LGAs (September 2003)

<i>Subobjective 1d: Strengthen association service delivery to their membership in order to improve local government service delivery</i>		
Indicator	Target and Status	Progress through September 30, 2003
Train and/or assist the association in preparing orientation programs/materials for newly-appointed or elected government officials	3 targets outstanding	
Train and/or assist the association in the development and dissemination of local government management best practices	4 of 3 targets met	<ul style="list-style-type: none"> • Training & Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI) • Training & Technical Assistance: CMAG exchange on Best Practices Programs for associations (June 2002) (APEKSI, APKASI, APPSI) • Training & Technical Assistance: India Best Practices Symposium and Documentation Study Tour (Feb. 2003) (APEKSI, APKASI, APPSI) • Technical Assistance: APEKSI, APKASI, APPSI Best Practice documentation (April, May, June, July 2003) • APEKSI conducts a 3-day Best Practice Training and site visit program for members and announces its transfer program for 2004 (October 2003) • APKASI and APEKSI distribute 1st annual Member Best Practices brochure during their annual meeting. APKASI socializes its BP program with the local government community at large (i.e PERFORM training) (August, October 2003)
Train and/or assist the association in serving as a liaison for local government technical assistance resources	2 of 3 targets met	<ul style="list-style-type: none"> • Local Government Budget and Finance Internships institutionalize the association's capacity in delivery of technical assistance and in serving as liaison for members (March 2002-Feb. 2003) (APEKSI, APKASI, APPSI) • Presentation & Dialogue: Principles of Funding Formulas (August 2002) (APEKSI, APKASI, APPSI)
Association conducts training opportunities for local government officials/members	1 target outstanding APKASI	<ul style="list-style-type: none"> • APEKSI conducts technical meeting for sekda, bappeda, department heads (Bogor May 2003)
Association assists newly-appointed or elected government officials in understanding their roles and responsibilities	1 target outstanding	
Association develops and disseminates local government management best practices	2 of 1 target met	<ul style="list-style-type: none"> • Associations publish local government success stories in newsletters (APEKSI, APKASI, APPSI 2002) • APEKSI conducts a 3-day Best Practice Training and site visit program for members and announces its transfer program for 2004 (October 2003) • APKASI and APEKSI distribute 1st annual Member Best Practices brochure during their annual meeting. APKASI socializes its BP program with the local government community at large (i.e., PERFORM public participation training) (August, October 2003)

Subobjective 1d: Strengthen association service delivery to their membership in order to improve local government service delivery

Indicator	Target and Status	Progress through September 30, 2003
Association serves as a liaison for local government technical assistance resources	1 of 1 target met APEKSI 2 of 1 target met APKASI	<ul style="list-style-type: none"> • APKASI responds to request from members on PP 8 &9/2003 through computer dissemination of regulations including additional resource sites to answer questions on impact on members. (Mar. 2003) · APEKSI conducts a 3-day Best Practice Training and Bogor site visit program for members. (October 2003) · APKASI socializes its BP program with the local government community at large (i.e., PERFORM public participation training) (October 2003)

Annex 2: Financial Information

Annex 3: Deliverables Submitted

Deliverables Submitted

Entries in **BOLD** = new this quarter

Title	File Type	Date Submitted to USAID	Format
“Pemda Sukses” Local Government Support and Partnership Program Quarterly Report October 1, 2000–December 31, 2000	Quarterly Report	February 28, 2001	E-mail
“Building Institutions for Good Governance” Local Government Support and Partnership Program Quarterly Report January 1, 2001–March 31, 2001	Quarterly Report	May 30, 2001	E-mail and hard copy
“Building Institutions for Good Governance” Local Government Support and Partnership Program in Indonesia <i>USAID Quarterly Report – 2nd Quarter 2001</i>	Quarterly Report	August 14, 2001	Hard copy
“Building Institutions for Good Governance” Local Government Support and Partnership Program Quarterly Report July 1, 2001–September 30, 2001	Quarterly Report	December 31, 2001	Hard copy
“Building Institutions for Good Governance” Local Government Support and Partnership Program Quarterly Report October 1 – December 31, 2001	Quarterly Report	February 4, 2002	Hard copy
“Building Institutions for Good Governance” Local Government Support and Partnership Program Quarterly Report January 1–March 31, 2002	Quarterly Report	May 10, 2002	Hard copy
“Building Institutions for Good Governance” Local Government Support and Partnership Program Quarterly Report April 1–June 30, 2002	Quarterly Report	July 31, 2002	Hard copy
“Building Institutions for Good Governance” Local Government Support and Partnership Program Quarterly Report July 1 – September 30, 2002	Quarterly Report	October 31, 2002	Hard copy
“Building Institutions for Good Governance” Local Government Support and Partnership Program Quarterly Report October 1 – December 31, 2002	Quarterly Report	January 31, 2002	Hard copy
“Building Institutions for Good Governance” Local Government Support and Partnership Program Quarterly Report January 1 – March 31, 2003	Quarterly Report	April 30, 2003	Hard copy

Title	File Type	Date Submitted to USAID	Format
Memorandum of Understanding between ICMA and APEKSI	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and APEKSI	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and APKASI	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and APPSI	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and Kabupaten Bandung	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and Kota Bekasi	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and Kota Bitung	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and Kota Balikpapan	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and Kabupaten Kutai	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and Kabupaten Pasir	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and Kota Samarinda	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding Between Kabupaten Bandung, Indonesia with City of Santa Clarita, California, USA, Signed in Bandung, Thursday, January 31, 2002	MOU	March 8, 2002	Hard copy
Memorandum of Understanding between ICMA/USAID with City Government of Yogyakarta, signed in Yogya, Thursday, January 17, 2002	MOU	March 8, 2002	Hard copy
Memorandum of Understanding between ICMA/USAID and The Provincial Government of East Kalimantan, Samarinda, Friday January 18, 2002	MOU	March 8, 2002	Hard copy
Memorandum of Understanding between Kota Yogyakarta, Indonesia with City of Savannah, Georgia, USA, Yogya, Thurs, March 28, 2002	MOU	April 19, 2001	Hard copy
Memorandum of Understanding between City Government of Balikpapan, Indonesia with Houston Area Governments, Texas, USA, Balikpapan, Friday June 7, 2002	MOU	June 12, 2002	Hard copy

Title	File Type	Date Submitted to USAID	Format
Memorandum of Understanding between The Provincial Government of East Kalimantan, Indonesia with The State of Oregon, USA, Samarinda, Thursday, May 16, 2002	MOU	June 12, 2002	Hard copy
Memorandum of Understanding, Addendum No. 1 Kota Samarinda, Indonesia with City of Tigard, Oregon, USA	MOU/Addendum	July 11, 2002	Hard copy
Memorandum of Understanding, referring to: Kutai Kartanegara Regency, Kutai Kartanegara University, Portland Community College, Portland State University, Washington County, November 19, 2002.	MOU/Addendum	December 12, 2002	Hard copy
Memorandum of Understanding: Washington County, Oregon USA and Kutai Kartanegara, Indonesia Cooperative action plan” Increase Hospital Capability”, November 19, 2002.	MOU/Addendum	December 12, 2002	Hard copy
Memorandum of Understanding between Washington County, Oregon, USA and Kutai Kartanegara, Indonesia.	MOU/Addendum	January 21, 2003	Hard copy
Local Government Diagnostic – Balikpapan	Diagnostic Report/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Local Government Diagnostic – Bandung	Diagnostic Report/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Local Government Diagnostic – Bekasi	Diagnostic Report/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Local Government Diagnostic – Bitung	Diagnostic Report/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Local Government Diagnostic – Kutai	Diagnostic Report/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Local Government Diagnostic – Pasir	Diagnostic Report/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Local Government Diagnostic – Samarinda	Diagnostic Report/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Association Milestone Index – APEKSI	Diagnostic Report/Report Annex	May 30, 2001	E-mail and hard copy
Association Milestone Index – APKASI	Diagnostic Report/Report Annex	May 30, 2001	E-mail and hard copy
Association Milestone Index – APPSI	Diagnostic Report/Report Annex	May 30, 2001	E-mail and hard copy
East Kalimantan Background Material and Report	Background Materials/Report Annex	May 30, 2001	E-mail and hard copy
Database format for Indonesian Local Government Associations	Background Materials	May 22, 2002	Hard copy
Briefing packet of State of Oregon and East Kalimantan Province Partnership; May 12, 2002	Background Materials	May 22, 2002	Hard copy

Title	File Type	Date Submitted to USAID	Format
Manila Association Capacity Building Conference Report	Memo/Report Annex	May 30, 2001	E-mail and hard copy
Six-Month Activity Plan December 14, 2001–June 30, 2002	Workplan	December 19, 2001	Hard copy
Six-Month Activity Plan July 1–December 31, 2002	Workplan	July 8, 2002	E-mail
Coquille, OR – Pasir Workplan	Action Plan	July 7, 2001 (resubmitted November 24, 2001)	E-mail
Gresham, OR – Bekasi Workplan	Action Plan	August 1, 2001 (resubmitted November 24, 2001)	E-mail
League of Oregon Cities – Indonesian Associations Workplan	Action Plan	November 24, 2001	E-mail
Coos Bay, OR – Bitung Workplan	Action Plan	November 24, 2001	E-mail
Action Plan For Technical Cooperation between Kab. Kutai, Indonesia and Washington County, Oregon USA, Kutai, February 16, 2002	Action Plan	March 8, 2002	Hard copy
Action Plan for Technical Cooperation between Kota Samarinda, Indonesia and City of Tigard, Oregon, USA, Samarinda, February 16, 2002	Action Plan	March 8, 2002	Hard copy
Action Plan for Technical Cooperation between Kab. Bandung, Indonesia and City of Santa Clarita, California, USA, Bandung, January 30, 2002	Action Plan	March 8, 2002	Hard copy
Draft Action Plan between Kota Yogyakarta, Indonesia and City of Savannah, Georgia, USA, March 28, 2002	Action Plan	April 19, 2002	Hard copy
Final Action Plan: East Kalimantan Province - State of Oregon: May 16, 2002	Action Plan	May 22, 2002	Hard copy
Action Plan For Technical Cooperation between Kota Balikpapan, Indonesia and Houston Area Governments Working Group Houston, Texas, USA, Balikpapan, June 7, 2002	Action Plan	June 12, 2002	Hard copy
Proposed Detailed Interregional Coordination Work Plan, Samarinda June 12, 2002	Action Plan	June 12, 2002	Hard copy
Action Plan History February 2002 through September 2003, Kota Samarinda, East Kalimantan, Indonesia and City of Tigard, Oregon, USA.	Action Plan Addendum	December 12, 2002	Hard copy
Draft on Partnership Programs, Main Object Workplan, Action Plan and Matrix Partnership Program Kabupaten Kutai Kartanegara and Washington County .	Action Plan Addendum	January 21, 2003	Hard copy
Strategic Plan – APEKSI	Draft planning document	Currently being professionally edited. ETA February 2002.	Hard copy

Title	File Type	Date Submitted to USAID	Format
Strategic Plan – APKASI	Draft planning document	Currently being professionally edited. ETA February 2002.	Hard copy
Strategic Plan – APPSI	Draft planning document	Currently being professionally edited. ETA February 2002.	Hard copy
Draft Outline of Mahakam River Basin Management, July 2002.	Draft planning document	July 30, 2002	Hard copy
Town Planning Concept Development, Preparation of A Development Concept For The New City of Tegalluar, Bandung Rural District, Kabupaten Bandung, December 2002.	Draft Planning Document	January 7, 2003	Hard copy
Priority Areas for Cooperation Between the 3 Local Government Associations	Memo	December 14, 2001	Hard copy
The Involvement of ICMA in Building the Institutional Capacity of the Associations	Memo	December 14, 2001	Hard copy
Highlight on the Association's Cooperative Agreement Program	Memo	December 14, 2001	Hard copy
Response to UNDP Proposal for assistance to APEKSI, Diane Crosby	Memo	January 25, 2002	Hard copy
Feedback on APKASI's 2002 Annual Meeting from Diane Crosby, June 10, 2002	Memo	June 12, 2002	Hard copy
Communication and Media Workshop Materials	Workshop Materials	July 17, 2001	E-mail
Summary of Proceedings - Advocacy Seminars	Workshop Proceedings	December 14, 2001	Hard copy
Summary of Proceedings – Budget and Finance Training	Workshop Proceedings	December 14, 2001	Hard copy
Proceeding on Advocacy Working Meeting, Hotel Ambhara, 3-5 December 2001	Workshops Proceedings	April 19, 2002	Hard copy
Comments on Working Meeting Board LOC Exchange, March 18-20, 2002	Workshops Proceedings	April 19, 2002	Hard copy
ICMA International Best Practices Symposium: Sydney, 7-11 May 2002	Workshops Proceedings	May 22, 2002	Hard copy
Presentation Papers of Web Sites and Internet-Based Technologies, Gran Mahakam, April 23, 2002	Workshops Proceedings	May 22, 2002	Hard copy
Discussion Material, Commission D, RAKERNAS I APEKSI, Jakarta, July 10-11, 2002	Workshop Proceedings	July 11, 2002	Hard copy
Work Shop Results, Action Planning with Washington County/Tigard, Indonesia, June 14, 2002.	Workshop Proceedings	July 11, 2002	Hard copy
Discussion Material on Commission D (APEKSI Collaborations) on the First National Working Meeting, All-Indonesia Association of Urban Governments (Rakernas I APEKSI), Hotel Santika, Jakarta July 10-11, 2002.	Workshop Proceedings	July 11, 2002	Hard copy

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Recommendations of Commissions A, B,C and D	Workshop Proceedings	July 11, 2002	Hard copy
CMAG Best Practices Manual, Jakarta, July 23-24, 2002.	Workshop Proceedings	July 11, 2002	Hard copy
Report on “Simposium Praktek Terbaik Dan Kemampuan Untuk Ditansfer” CMAG.	Workshop Proceedings	July 11, 2002	Hard copy
Wrap up of Meeting between BIGG-ICMA and Samarinda Executive at Hotel Dusit Balikpapan, Tuesday, July 2, 2002.	Workshop Proceedings	July 30, 2002	Hard copy
First Discussion Draft on Mahakam River Basin Visioning Workshop, August, 2002.	Workshop Proceedings	July 30, 2002	Hard copy
Training Program Materials for Conference Planning Workshop, Working with sponsors and Exhibitors Workshops, Job Descriptions in Organizational Management, Philadelphia, Sept 29-Oct 2, 2002	Workshop Proceedings	November 7, 2002	Hard copy
Proceeding on Mahakam River Basin Vision Workshop, Samarinda Sept 2-3, 2002.	Workshop Proceedings	November 7, 2002	Hard copy
Permintaan Tenaga Penatar Penyusunan Anggaran Kinerja, October 23, 2002	Workshop Proceedings	November 7, 2002	Hard copy
Conference Management Training Agenda and Meeting Notes Summary, Conducted by Ann Bueche, ICMA Communications and Training Advisor, November 11-18, 2002.	Workshop Proceedings	December 12, 2002	Hard copy
LOC Exchange – Singapore on Linda Ludwig Interviews with Financial Staff on Association Budgets, Tue, Nov 12 & Wed, Nov 13, 2002.	Workshop Proceedings	December 12, 2002	Hard copy
LOC Exchange, Singapore on Meeting Transcripts – Continuation – Management Planning and Finance, Tuesday, Nov 12, 2002.	Workshop Proceedings	December 12, 2002	Hard copy
LOC Exchange, Singapore, Meeting Transcripts “Planning and Budgets as Management Tool”, Mon, Nov 11, 2002.	Workshop Proceedings	December 12, 2002	Hard copy
Meeting minutes of the TCMA (Texas City Management Association) Region 6 – South East Texas, September 20, 2002.	Workshop Proceedings	December 12, 2002	Hard copy
Presentation by Erna Witoelar to APEKSI BOD on “Future” of Association, December, 2002.	Workshop Proceedings	January 7, 2003	Hard copy
Conservation of Njeron Beteng Kraton, Yogyakarta, Special Workshop on: International Symposium on Managing Heritage in Asia, January 11, 2003.	Workshop Proceedings	January 21, 2003	Hard copy
Coordination Meeting on Task Force Partnership Program Kutai Kartanegara and Washington County, Oregon, USA, Tenggarong, January 9, 2003.	Workshop Proceedings	January 21, 2003	Hard copy
Best Practice Catalogue 2002, Draft, CMAG, December 2002	Workshop Proceedings	March 6, 2003	Hard copy
Award Winning Best Practices of Gujarat ULBs, Ahmedabad, February 15, 2003	Workshop Proceedings	March 6, 2003	Hard copy

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Documenting Best Practices and Facilitating It's Transfer, a Manual for Association.	Workshop Proceedings	March 6, 2003	Hard copy
Enhancing Communications among APKASI Members through Korwils, Visit Program to Korwils, schedule 2003.	Workshop Proceedings	March 6, 2003	Hard copy
Association Best Practices Documentation Timeline, Jakarta, February, 2003	Workshop Proceedings	March 6, 2003	Hard copy
Program Schedule, Gujarat Best Practices Tour of the Indonesian Associations, February 2003.	Workshop Proceedings	March 6, 2003	Hard copy
Picture on Gujarat Best Practices Program, February 2003.	Workshop Proceedings	March 6, 2003	Hard copy
Exchange Visit Agenda – ICMA Annual Conference	Agenda	December 14, 2001	Hard copy
Exchange Visit Agenda – League of Oregon Cities Visit	Agenda	December 14, 2001	Hard copy
Exchange Visit Agenda – Washington, DC	Agenda	December 14, 2001	Hard copy
Working Draft of March 3, 2002 for Third LOC Exchange, Roles, Responsibilities, Authorities of the Board, Executive Director and Staff	Agenda	March 8, 2002	Hard copy
3 rd LOC Exchange Agenda and Participants List	Agenda	April 19, 2002	Hard copy
Advocacy Credentialing Exchange Agenda	Agenda	April 19, 2002	Hard copy
Continued Communications Assistance Agenda, April 15-26, 2002	Agenda	April 19, 2002	Hard copy
Schedule for Strategic Planning for New Town and for Information Management Development of Kabupaten Bandung, May 17, 2002	Agenda	June 12, 2002	Hard copy
Tentative Schedule on East Kalimantan Province and State of Oregon Partnership, May 2002	Agenda	June 12, 2002	Hard copy
Houston Area and Balikpapan Partnership First Exchange Agenda, Balikpapan, June 1–8, 2002	Agenda	June 12, 2002	Hard copy
Samarinda and Kutai Kertanegara, East Kalimantan and City of Tigard and Washington County, Oregon on 2 nd Exchange Program Agenda, June 2002	Agenda	June 12, 2002	Hard copy
Association Finance and Budget Needs Assessment/Assistant Tentative Agenda on August 11-25, 2002 by Suzette Denslow.	Agenda	August 20, 2002	Hard copy
ICMA Annual Conference, Draft Indonesian CA Delegation Itinerary, Saturday, September 28-Wednesday, October 3.	Agenda	November 7, 2002	Hard copy
Tentative Program Schedule: Gujarat Best Practices Tour of the Indonesian Association, February 13-20, 2003.	Agenda	January 7, 2002	Hard copy
Agenda on Community Collect Task Force Partnership between Kutai Kartanegara and Washington County-Oregon, USA, December 2002.	Agenda	January 7, 2002	Hard copy

Title	File Type	Date Submitted to USAID	Format
Schedule "International Symposium and Workshop on Managing Heritage Environment in Asia", Yogyakarta, Jan 8-12, 2003	Agenda	January 21, 2002	Hard copy
Participants List - Facilitation Training, April 28, 2002	List of Participants	April 19, 2002	Hard copy
Writing Training Program BIGG-ICMA Jakarta, List of Participants, August, 2002	List of Participants	July 30, 2002	Hard copy
Writing Training Program for Association Staffs	List of Participants	November 7, 2002	Hard copy
Microsoft Excel Course Program for The Associations Finance Staffs, December 23-24, 2002.	List of Participants	January 21, 2003	Hard copy
Kabupaten Pasir and City of Coquille, Oregon: July 2001	Trip Report	December 14, 2001	Hard copy
City of Gresham, Oregon and City of Bekasi, Indonesia: August 2001	Trip Report	December 14, 2001	Hard copy
City of Coos Bay, Oregon and City of Bitung, Indonesia: September 2001	Trip Report	December 14, 2001	Hard copy
City of Coos Bay, Oregon and City of Bitung, Indonesia: November 2001	Trip Report	December 14, 2001	Hard copy
Regional Workshop Resource Cities Partnership: Performance Budgeting	Trip Report	December 14, 2001	Hard copy
Seminar: the Position of Regional Governments on Financial Apportionment Between Central and Regional Governments: In the Framework of Fiscal Decentralization and Regional Autonomy	Proceedings/Summary Report	December 14, 2001	Hard copy
Summary of Association Advocacy Activities	Proceedings/Summary Report	December 14, 2001	Hard copy
APPSI Activity Record: Note from the Meeting on Coordination between Local Government Association with ICMA	Association Activity Report	December 14, 2001	Hard copy
APPSI Activity Record: Activity Report on Inter-Institutional Cooperation	Association Activity Report	December 14, 2001	Hard copy
APPSI Activity Record: Importance of Communication for APPSI	Association Activity Report	December 14, 2001	Hard copy
Work Plan on National Working Meeting II APKASI, Jakarta, May 29-30, 2002	Association Activity Report	June 12, 2002	Hard copy
Recommendations on National Working Meeting II APKASI, Jakarta, May 29-30, 2002	Association Activity Report	June 12, 2002	Hard copy
APPSI 2001-2003 Work Program Plan	Association Activity Report	June 12, 2002	Hard copy
Decision of Work Meeting I Year 2002 Association of Indonesian Provincial Governments on Recommendation and Agreement on Results of Work Meeting I year 2002 APPSI	Association Activity Report	June 12, 2002	Hard copy
In Progress 2002, The Association of Indonesia Municipalities	Association Materials	November 7, 2002	Hard copy

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Loose Leaves from Depok, The Association of Indonesia Municipalities	Association Materials	November 7, 2002	Hard copy
APKASI New Organization Structure, Jakarta, January 2003.	Association Materials	January 7, 2002	Hard copy
APKASI of List of Field Visits To Kabupatens	Association Materials	March 25, 2003	Hard copy
Trip Schedule of APKASI to Korwil on Computers, March 2003.	Association Materials	April 10, 2003	Hard copy
APKASI New Members (Highlights) March 2003.	Association Materials	April 10, 2003	Hard copy
Material on Computer Training for KOMWIL and KORWILL Staff, Jakarta, March 27, 2003.	Association Materials	April 10, 2003	Hard copy
Working Meetings on Advocacy – ICMA/BIGG: Day One	Trip Report	December 14, 2001	Hard copy
Working Meetings on Advocacy – ICMA/BIGG: Day Two	Trip Report	December 14, 2001	Hard copy
Working Meetings on Advocacy – ICMA/BIGG: Day Three	Trip Report	December 14, 2001	Hard copy
Summary of Natural Resource Management and Financial Balances in Local Autonomy	Trip Report	December 14, 2001	Hard copy
Summary of the Launching of Indonesia’s Autonomy Expo 2001	Trip Report	December 14, 2001	Hard copy
Indonesia City Council Association – Founders meetings	Trip Report	December 14, 2001	Hard copy
Report on Salzburg Seminar: Session 388 “Sustaining Democracy in the Modern World”	Trip Report	December 14, 2001	Hard copy
Training on Oil Gas and Non-Oil Gas Product Sharing Calculation	Trip Report	December 14, 2001	Hard copy
The Establishment of Kabupaten (County) Council Association	Trip Report	December 14, 2001	Hard copy
Work Meeting: Komisariat Wilayah VI (Regional Office VI)	Trip Report	December 14, 2001	Hard copy
Work Meeting: Komisariat Wilayah III (Regional Office III)	Trip Report	December 14, 2001	Hard copy
Melalui Raker Ke I Komwil II APEKSI Sumatera Selatan	Trip Report	December 14, 2001	Hard copy
Report on “Otonomi Indonesia Expo 2001”	Trip Report	December 14, 2001	Hard copy
Trip Report on the First National Work Meeting of the Indonesia City Council Association	Trip Report	December 14, 2001	Hard copy
Laporan Perjalanan Orientasi Ke Kantor Pusat ICMA, Washington, DC	Trip Report	December 14, 2001	Hard copy
Meetings with Kabupaten Bogor and Kota Bekasi	Trip Report	December 14, 2001	Hard copy
U.S. Study Tour 2001: ICMA Annual Conference, League of Oregon Cities, and Washington, DC	Trip Report	December 14, 2001	Hard copy
APKASI Membership Dues Structure Memo #1: November 6, 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Ann Bueche: November 2001	Trip Report	December 14, 2001	Hard copy

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Trip Report of Amanda Lonsdale: September–November 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Diane Crosby: September–November 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of David Barenberg: December 2–6, 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Clay Wirt: Strategic Planning/Action Planning with APPSI, APKASI, and APEKSI	Trip Report	December 14, 2001	Hard copy
Trip Report of Judie Kesson: April 19 - May 20, 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Phil Rosenberg: May 7 - May 23, 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Judie Kesson: June 20 - July 20, 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Judie Kesson: June 20–July 27, 2001	Trip Report	December 14, 2001	Hard copy
Results of the Technical Working Meeting on Regional Finances, September 2001	Association Activity Report	January 25, 2002	Hard copy
Trip Report #2 – City of Gresham, Oregon and Kota Bekasi, Indonesia, October 2001	Trip Report	January 25, 2002	Hard copy
Nota Dinas: Laporan menghadiri Koferensi Internasional City/County Management Association 87 th Annual Conference dan Kunjungan ke Asosiasi Pemerintah Daerah di Amerika Serikat mulai September–6 Oktober 2001, Farida M.	Trip Report	January 25, 2002	Hard copy
Trip Report: Local Government Support and Partnership Program – Veracruz and Mexico City, Mexico, Jami Sachs	Trip Report	January 25, 2002	Hard copy
Trip Report of 3 rd Exchange Program from James Rompas, Bapeda Kota Bitung, March 23, 2002	Trip Report	April 19, 2002	Hard copy
Trip Report of 3 rd Exchange Program from Max Lumempouw, Port of Bitung, April 4, 2002	Trip Report	April 19, 2002	Hard copy
Trip Report from City of Santa Clarita, February 2002	Trip Report	April 19, 2002	Hard copy
East Kalimantan Regional Advisor; Draft Report and Recommendation, March 27, 2002	Trip Report	April 19, 2002	Hard copy
Report of Communications and Training Advisor: Prepared by Ann E. Bueche, Jakarta, April 2002	Trip Report	May 22, 2002	Hard copy
Recommendations and Comments on Associations' Newsletters: Prepared by Ann E. Bueche, Jakarta, April 2002	Trip Report	May 22, 2002	Hard copy
Report on Web site design and development technical assistance: prepared by David George, Internet and Technology Advisor, Jakarta, April 2002	Trip Report	May 22, 2002	Hard copy

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Trip report #1: Savannah, GA - Yogyakarta, April 2002	Trip Report	May 22, 2002	Hard copy
APPSI's Training Report on League of Oregon Cities (LOC) from Mukhlis Abidi, May 2, 2002	Trip Report	May 22, 2002	Hard copy
APKASI Report on Advocacy Training at League of Oregon Cities (LOC) from Novel Abdul Gofur, May 14, 2002	Trip Report	May 22, 2002	Hard copy
Trip Report on APPSI Working Meeting I for 2002 titled "Evaluation and Internalization of Implementation of Regional Autonomy", Semarang, Hotel Patra Jasa, April 9-11, 2002	Trip Report	May 22, 2002	Hard copy
Trip Report #2 of Kabupaten Bandung, West Java, April 2002	Trip Report	June 12, 2002	Hard copy
Quarterly Report from Partnership Manager East Kalimantan period of April 1-June 31, 2002	Trip Report	June 12, 2002	Hard copy
Trip Report on The Interregional Coordination Project East Kalimantan, Indonesia, May 5-23, 2002.	Trip Report	July 11, 2002	Hard copy
Trip Report #3 from City of Gresham, Oregon, USA, June 2002.	Trip Report	July 11, 2002	Hard copy
Trip Report #1 from The Houston Area Governments Working Group, Houston, Texas, USA, June 2002.	Trip Report	July 11, 2002	Hard copy
Trip Report #2 of Kabupaten Kutai Kertanegara to Washington County, Oregon, July 2002	Trip Report	July 30, 2002	Hard copy
Trip Report #2 of Kota Samarinda to City of Tigard, Oregon, July 2002.	Trip Report	July 30, 2002	Hard copy
Trip Report on CMAG Best Practices Program Training and Exchange, Jakarta July 20-28, 2002.	Trip Report	July 30, 2002	Hard copy
Trip Report June 27-July 12, 2002 of Kabupaten Bitung-Coos Bay, Oregon	Trip Report	August 20, 2002	Hard copy
Trip Report on Double Entry Training Program of Kota Bekasi-City of Gresham, Oregon by Melda Listiwati	Trip Report	August 20, 2002	Hard copy
Trip Report #2 Kota Yogyakarta-City of Savannah, Georgia	Trip Report	August 20, 2002	Hard copy
Trip Report from Ann Bueche, Advisor, Communications & Training of ICMA, Jakarta, September 2002	Trip Report	November 7, 2002	Hard copy
Trip Report #3 of Santa Clarita, California, August 2002.	Trip Report	November 7, 2002	Hard copy
Trip Report on Interregional Coordination Project East Kalimantan, Indonesia prepared by Henry Sharpe, September 2002.	Trip Report	November 7, 2002	Hard copy

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Executive Summary of Indonesia and LOC Exchange Trip Report on General Recommendations for Three Associations APEKSI, APKASI and APPSI, prepared Linda Ludwig, League of Oregon Cities, November 16, 2002.	Trip Report	November 21, 2002	Hard copy
Trip Report #3 of Savannah, Georgia, October 13-18, 2002.	Trip Report	November 21, 2002	Hard copy
Trip Report: Findings and Recommendations, Dick Townsend, Short Term Technical Specialist, Singapore, Marriott Hotel, November 11-16, 2002.	Trip Report	December 12, 2002	Hard copy
International Resources Cities Program Samarinda and Kutai, East Kalimantan, Indonesia Visit Report by City of Tigard and Washington County, Oregon, USA October, 2002.	Trip Report	January 7, 2003	Hard copy
Draft Trip Report on Communication and Training prepared by Ann E. Bueche, Jakarta, November 2002.	Trip Report	January 21, 2003	Hard copy
Trip Report prepared for ICMA Jakarta by Nancy Lloyd Pfahl, U.S Community College Consultant, February 10, 2003.	Trip Report	March 6, 2003	Hard copy
Trip Report prepared for ICMA Jakarta by Nancy Lloyd Pfahl, U.S Community College Consultant, February 14, 2003	Trip Report	March 6, 2003	Hard copy
Trip and Meeting Report, Samarinda - Balikpapan prepared by Kemal Taruc, February 19-22, 2003	Trip Report	March 6, 2003	Hard copy
Trip Report prepared by Sanusi Oneih, Kab. Pasir, March 6, 2003.	Trip Report	March 25, 2003	Hard copy
Trip Report prepared by Titi Handayani, Kota Yogyakarta, March, 2003	Trip Report	March 25, 2003	Hard copy
Trip Report prepared by Kaswanto, Kota Yogyakarta, March, 2003	Trip Report	March 25, 2003	Hard copy
Trip Report prepared by Nancy Lloyd Pfahl, US Community College Consultant, February 24-28, 2003	Trip Report	March 25, 2003	Hard copy
APKASI Field Report of Kab. Deli Serdang, Sumatra Utara, Maret 6-8, 2003.	Trip Report	March 25, 2003	Hard copy
APKASI Field Report of Kab. Donggala, Sulawesi Tengah, Maret 11-13, 2003.	Trip Report	March 25, 2003	Hard copy
APKASI Field Report of Kab. Badung, Bali, Maret 13-15, 2003.	Trip Report	March 25, 2003	Hard copy
Trip and Meeting Report prepared by Henry Sharpe, March 17-22, 2003.	Trip Report	April 10, 2003	Hard copy
Trip Report to Santa Clarita, California prepared by Kabupaten Bandung Delegations, February 24-28, 2003	Trip Report	April 10, 2003	Hard copy
Trip Report to Gresham, Oregon prepared by Kota Bekasi Delegations, March 27, 2003.	Trip Report	April 10, 2003	Hard copy

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Concept Paper for a Public-Private Alliance, US-Indonesian Alliance to Build the Local Workforce in East Kalimantan: Training Process Technicians for the Oil and Chemicals Industry.	Trip Report	April 10, 2003	Hard copy
Trip Report prepared by Nancy Lloyd Pfahl, US Community College Consultant, February 24-28, 2003.	Trip Report	April 10, 2003	Hard copy
APKASI Field Report to Korwil Sumatra Selatan to Kab. OKU on Computers prepared by Adriansyah, March 31, 2003.	Trip Report	April 10, 2003	Hard copy
Report on Database Assistance for Association.	Summary Report	July 11, 2002	Hard copy
Municipal Associations, Sources of Revenues by Suzette Denslow.	Summary Report	August 20, 2002	Hard copy
Preliminary Notes and Observations Based on Meeting with APEKSI Executive Director and Staff, August 13, 15, 2002.	Summary Report	August 20, 2002	Hard copy
Letter from APKASI: 5 July 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APEKSI: 29 August 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APEKSI: 7 November 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from Lori Forman, Assistant Administrator, USAID: 20 November 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APKASI: 27 November 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APKASI: 27 November 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APKASI: 27 November 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APPSI: 6 December 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter of thanks from APKASI to Amanda Lonsdale for BIGG/LGSPP sponsorship of the publication of the APKASI <i>Focus</i> newsletter	Letter of Appreciation	January 25, 2002	Hard copy
Letter of thanks from APKASI to Endi Rukmo for BIGG/LGSPP sponsorship of the publication of the APKASI <i>Focus</i> newsletter	Letter of Appreciation	January 25, 2002	Hard copy
Acknowledgement Message from APPSI regarding Indovision Connection for SWARA Broadcasts, February 27, 2002	Letter of Appreciation	March 8, 2002	Hard copy
Acknowledgement Message from Kabupaten Bandung regarding Transfer of Computer Equipment and providing e-mail account, March 6, 2002	Letter of Appreciation	March 8, 2002	Hard copy
Note from Walikota Yogyakarta regarding confirmation of City of Savannah visit to Yogyakarta, March 6, 2002	Letter of Appreciation	April 19, 2002	Hard copy
Letter from Bupati Pasir, East Kalimantan on the 3 rd Exchange Program in Coquille, Oregon, May 14, 2002	Letter of Appreciation	June 12, 2002	Hard copy
Letter from Mayor Bekasi, West Java on the 4 th Exchange Program in City of Gresham, Oregon, June 7, 2002	Letter of Appreciation	June 12, 2002	Hard copy

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Invitation Letter from City of Coquille to Bupati Pasir, East Kalimantan on the 4 th Exchange Program in Coquille, Oregon, June 25, 2002.	Letter of Invitation	July 11, 2002	Hard copy
Invitation Letter from City of Dickinson to Mayor Balikpapan, East Kalimantan on the 2 nd Exchange Program in the Houston Area Governments, Texas, July 8, 2002.	Letter of Invitation	July 11, 2002	Hard copy
Invitation letter from Washington County, Oregon to Bupati Kutai Kertanegara, East Kalimantan on the Exchange Program in Oregon, June 26, 2002.	Letter of Invitation	July 30, 2002	Hard copy
Invitation from Governor of East Kalimantan on Mahakam River Basin Vision Workshop, September 2-3, 2002.	Letter of Invitation	November 7, 2002	Hard copy
Indovision Connection for SWARA Broadcasts, and equipment Receipt for APEKSI, February 28, 2002	Letter/Receipt	March 8, 2002	Hard copy
Indovision Connection for SWARA Broadcasts, and Equipment Receipt for APKASI, March 4, 2002	Letter/Receipt	March 8, 2002	Hard copy
Indovision Connection for SWARA Broadcasts, and Equipment Receipt for APPSI, February 26, 2002	Letter/Receipt	March 8, 2002	Hard copy
Transfer of Computer Equipment to Kota Bitung and Equipment Receipt, Bitung, March 3, 2002	Letter/Receipt	March 8, 2002	Hard copy
Transfer of Computer Equipment to Kabupaten Bandung and Equipment Receipt, Bandung, February 25, 2002	Letter/Receipt	March 8, 2002	Hard copy
Transfer of Computer Equipment to Kota Samarinda and Equipment Receipt, Samarinda, March 4, 2002	Letter/Receipt	March 8, 2002	Hard copy
Transfer of Computer Equipment to Kabupaten Kutai Kartanegara and Equipment Receipt, Kutai, February 20, 2002	Letter/Receipt	March 8, 2002	Hard copy
Transfer of Computer Equipment to Kota Yogyakarta and Equipment Receipt, Yogya, March 28, 2002	Letter/Receipt	April 19, 2002	Hard copy
Transfer of Computer Equipment to Kota Bekasi and Equipment Receipt, Bekasi, March 8, 2002	Letter/Receipt	April 19, 2002	Hard copy
U.S. Embassy letter to Bupati of Kabupaten Bandung; April 18, 2002	Letter	May 22, 2002	Hard copy
City of Tigard, Oregon: Resource Cities Exchange Program, February 14, 2003	Letter	March 6, 2003	Hard copy
Support Letter from Kabupaten Pasir Council on Supporting the Partnership Program between Kab. Pasir and State of Oregon.	Letter	March 25, 2003	Hard copy
Review on Kunjungan Kerja ke Oregon State, US	Letter	March 25, 2003	Hard copy
Budget and Finance Interim Letter of Agreement	Letter of Agreement	April 19, 2002	Hard copy

Title	File Type	Date Submitted to USAID	Format
PowerPoint Presentation delivered to Georgia State University: September 27, 2001	Presentation	December 14, 2001	Hard copy
Presentation of BIGG-ICMA to DPRD in Kabupaten Bandung: May 3, 2002	Presentation	May 22, 2002	Hard copy
APEKSI Newsletter, November 2001	Newsletter	January 25, 2002	Hard copy
APKASI Newsletter, December 2001	Newsletter	January 25, 2002	Hard copy
APPSI Newsletter (draft)	Newsletter	January 25, 2002	Hard copy
APPSI Newsletter (revised)	Newsletter	January 25, 2002	Hard copy
APKASI News Letters 'FOKUS' ,Edition II/02/2002	Newsletter	April 19, 2002	Hard copy
Info APPSI, Edition 2, 2002	Newsletter	July 11, 2002	Hard copy
APEKSI News, May 25, 2002.	Newsletter	July 11, 2002	Hard copy
APKASI Fokus Third Edition, August 2002.	Newsletter	August 20, 2002	Hard copy
APEKSI Flier presented at BIGG Regional Seminars January 2002	PR Materials	January 25, 2002	Hard copy
APKASI Flier presented at BIGG Regional Seminars January 2002	PR Materials	January 25, 2002	Hard copy
Proposed Program to Strengthen the APKASI Proposed for Support by the Partnership for Governance Reform in Indonesia.	Proposal	July 11, 2002	Hard copy
APEKSI Website	Website	July 11, 2002	Hard copy
APEKSI Website, July 2002	Website	July 30, 2002	Hard copy
<i>"Jangankan Tebang Kayu, Mancing di Hutan Saja Izin"</i> , Kaltim Post. 2 January 2002	Press Coverage	January 25, 2002	Hard copy
<i>"Tak Ganggu Eksekutif, Sidang Dewan Digelar Malam"</i> , Kaltim Post. 3 January 2002	Press Coverage	January 25, 2002	Hard copy
English translation of Kaltim Post articles	Press Coverage	January 25, 2002	Hard copy
Hare, Wes. <i>"Resource Cities After September 11"</i> , draft article to be submitted to PM Magazine.	Press Coverage	January 25, 2002	Hard copy
<i>"Kaltim Perlu Belajar dari AS"</i> , Kompas, Jakarta, Monday February 18, 2002	Press Coverage	March 8, 2002	Hard copy
<i>"Washington County Team Offers Collaboration with Kutai Kartanegara"</i> Kutai Baru, Saturday February 16, 2002	Press Coverage	March 8, 2002	Hard copy
<i>"USA Drawn to Citra Niaga"</i> Kaltim Times, Saturday, February 16, 2002	Press Coverage	March 8, 2002	Hard copy
<i>"U.S. Cities Management Team Group Looks at Development on Kumala Island"</i> Kutai Baru, Thursday, February 14, 2002	Press Coverage	March 8, 2002	Hard copy
<i>"Delegation from Tigard City and Washington Arrives Today. City Government to be Taught "Double Entry"</i> Samarinda Post, Monday, February 11, 2002	Press Coverage	March 8, 2002	Hard copy
<i>"Partnership Offer by Washington Team Welcomed by Chair of AKB Faction"</i> Kutai Baru, Saturday, February 16, 2002	Press Coverage	March 8, 2002	Hard copy
<i>"Partnering of City Governments of Samarinda, Kuker and Tigard City, KALTIM TIMES"</i> , Monday, February 18, 2002	Press Coverage	March 8, 2002	Hard copy

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<i>"Kerjasama KuKar dan Washington County Tetap Berlanjut"</i> , Postkota Kaltim, Tuesday, October 1, 2002	Press Coverage	November 7, 2002	Hard copy
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Title	File Type	Date Submitted to USAID	Format
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Oleh-oleh Wawali dari Oregon City, Amerika “Mulai dari Pengambilan Keputusan Hingga Narkoba” Kaltim Post, Saturday, February 22, 2003	Press Coverage	March 6, 2003	Hard copy
“Konservasi Heritage Pemkot Yogya Tiru Amerika”, Bernas, Friday, March 7, 2003.	Press Coverage	March 25, 2003	Hard copy
“Minister Backs Community College”, The Jakarta Post, Tuesday, March 18, 2003.	Press Coverage	March 25, 2003	Hard copy
U.S Embassy Press Release “Welcomes Yogyakarta and Savannah, Georgia as Resource Cities, March 27, 2002	Press Release	April 19, 2002	Hard copy
Selected Pictures of 2 nd exchange trip to Coos Bay (Indonesian partner: Bitung), November 2001	Photos	January 25, 2002	Hard copy
Selected Pictures of 2 nd Exchange Trip Kota Bekasi and City of Gresham Partnership Program, Gresham October 8 to 12, 2001	Photos	March 8, 2002	Hard copy
Selected Picture of Signing Memorandum of Understanding between ICMA/USAID and Kota Yogyakarta January 17, 2001	Photos	March 8, 2002	Hard copy
Trip Picture #1 of Kabupaten Bandung and City of Santa Clarita, February 2002	Photos	April 19, 2002	Hard copy
Trip Picture #1 of Yogyakarta and City of Savannah, March 2002	Photos	April 19, 2002	Hard copy
Pictures taken from Web site and Internet-based technologies presentation, Jakarta April 23, 2002	Photos	May 22, 2002	Hard copy
Pictures on Otonomy Indonesia Exposition 2002, Nusa Dua, October 3-6, 2002.	Photos	November 7, 2002	Hard copy
Pictures on Indonesian Associations and LOC Exchange Program	Photos	November 7, 2002	Hard copy
Pictures on Conference Planning Workshop for Association Staff by Ann Bueche, November 11-20, 2002.	Photos	November 21, 2002	Hard copy
Picture on East Kalimantan visit Oregon State, November 2002.	Photos	December 12, 2002	Hard copy
Pasir Forestry Policy, December 20, 2002.	Draft Policy Document	January 21, 2003	Hard copy
Education Consultant for Community College, December 2002.	Resume	January 7, 2003	Hard copy
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Speech on “Global Solutions to Local Challenges: Yogyakarta and Savannah, Georgia come together as “Resource Cities” by U.S. Ambassador Ralph L. Boyce, Yogyakarta, Thursday, March 28, 2002	Speech	April 19, 2002	Hard copy

Annex 4: Abbreviations and Terminology

ADEKSI	<i>Asosiasi Dewan Kota Seluruh Indonesia</i> (Association of Indonesian City [Kota] Councils)
AMMAC	Association of Mexican Municipalities
APEKSI	<i>Asosiasi Pemerintah Kota Seluruh Indonesia</i> (Association of Indonesian Municipalities)
APKASI	<i>Asosiasi Pemerintah Kabupaten Seluruh Indonesia</i> (Association of Indonesian Regencies)
APPSI	<i>Asosiasi Pemerintah Propinsi Seluruh Indonesia</i> (Association of Indonesian Provinces)
BAPPEDA	<i>Badan Perencanaan dan Pembangunan Daerah</i> (local department for planning and development)
BIGG	Building Institutions for Good Governance
BUILD	Breakthrough Urban Initiatives for Local Development
CIDA	Canadian International Development Agency
CLGI	Center for Local Government Innovation
DPOD	<i>Dewan Pertimbangan Otonomi Daerah</i> (Regional Autonomy Advisory Board – national level)
DPRD	<i>Dewan Perwakilan Rakyat Daerah</i> (legislative body at the local government level)
DPR-RI	<i>Dewan Perwakilan Rakyat – Republik Indonesia</i> (legislative body at the national level)
GIS	Geographic Information System
GTZ	<i>Gesellschaft für Technische Zusammenarbeit</i> (German Technical Cooperation Agency)
ICMA	International City/County Management Association
IFES	International Foundation for Election Systems
IR	Intermediate Result
IRDA	Indonesia Rapid Decentralization Assessment
Komisi II	Commission Two of the DPR-RI
LAN	Local Area Network
LGSP	Local Government Support and Partnership Program
LOC	League of Oregon Cities
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
NDI	National Democratic Institute
PCC	Portland Community College
TBD	To be determined
TNC	The Nature Conservancy
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
VNG	<i>Vereniging van Nederlandse Gemeenten</i> (Netherlands Association of Municipalities)
Yayasan Otda	Local Government Center implemented by Chemonics/Urban Institute